



Toolkit for Establishing Lactation Support on University and College Campuses:

Using University of Northern Colorado as an Institutional Model, 2nd Edition

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FOREWORD

The Department of Nutrition and Dietetics and the Center for Women's and Gender Equity at the University of Northern Colorado formed a collaboration to offer our first Lactation Station in the fall of 2012. Our collaboration started in the fall of 2011. Alena had walked into a restroom on-campus and noticed a young woman hunched over the bathroom sink expressing milk with a pump. She was using the only electrical outlet in the room and it was visible that she was uncomfortable. As Alena went up to use the sink, the young woman looked at her with tears in her eyes and stated, "I hope that I am not grossing you out." After this experience, Alena knew that something needed to be done on her own campus to support breastfeeding/chestfeeding/lactating individuals whether they are a faculty member, staff member, student or community member. Alena enlisted the assistance of her students in their professional development course to complete an environmental scan of campus to identify existing spaces that could be used as a safe and private place for individuals to express their milk. During the environmental scan, Alena's students encountered staff at the Center for Women's and Gender Equity who had shared they often allowed colleagues and students to use their offices to express their milk. Soon after, Yvette and Alena met and realized they shared the same passion for supporting parents who choose to continue to breastfeed/chestfeed/lactate after returning to work or school.

After several years of advocating for and supporting breastfeeding/chestfeeding/lactating parents at UNC, we are excited to share that we now have nine Lactation Stations, a Lactation Support Program to assist our faculty, staff, students and community members, and an institutional policy that supports lactation rights. Our collective passion for supporting and advocating for breastfeeding/chestfeeding/lactating has led us to develop a way to share our story so that it could be utilized as a resource to support the establishment of Lactation Support Programs at other institutions and it is our hope that this toolkit will become a catalyst for supporting the rights of breastfeeding/chestfeeding/lactating individuals. Since we first published our first edition of this toolkit, we have been intentional in continuing to gain insight and feedback to maintain best practices and adapt lactation support to meet ongoing institutional/organizational needs. As a result, we have reviewed and incorporated feedback we have received and have created now our second edition. We hope that this toolkit continues to support your needs.

University of Northern Colorado's Lactation Support Program: go.unco.edu/lactation-support



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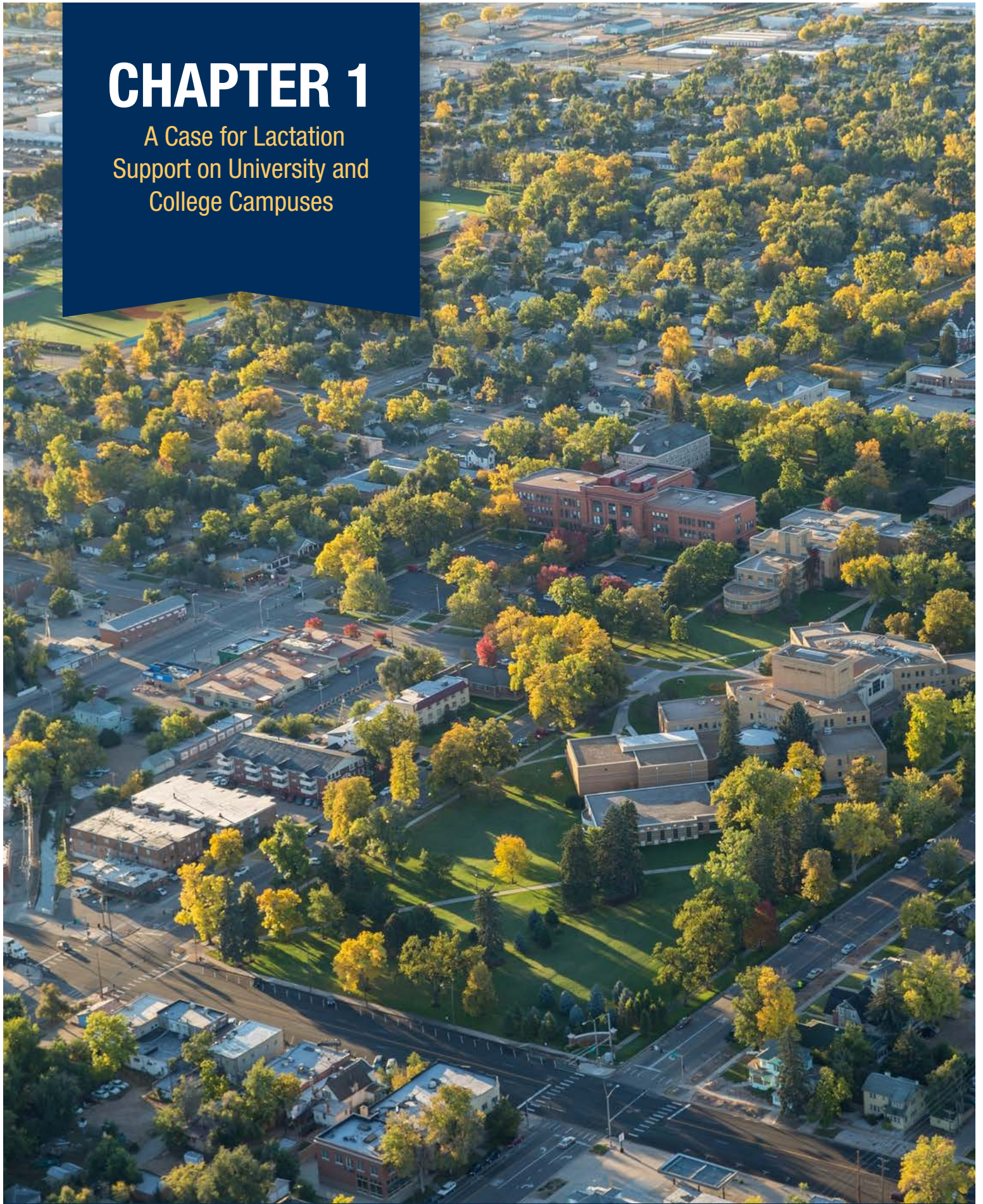


UNIVERSITY OF
NORTHERN COLORADO

Lactation Stations

CHAPTER 1

A Case for Lactation
Support on University and
College Campuses



BACKGROUND

Children have been breastfed/offered human milk since the beginning of time. Although human milk is a complete and ideal form of nutrition for children, breastfeeding/chestfeeding/offering human milk has not been the norm since the turn of the last century. Many professional organizations such as The World Health Organization (WHO), the American Academy of Pediatrics (AAP), and The Academy of Nutrition and Dietetics (The Academy) support and recommend breastfeeding/chestfeeding/lactating as the optimal way to nourish infants and children.

LACTATION RECOMMENDATIONS

The AAP recommends “exclusive breastfeeding for about 6 months, with continuation of breastfeeding for 1 year or longer as mutually desired by mother and infant.” The WHO recommends “exclusive breastfeeding up to 6 months of age, with continued breastfeeding along with appropriate complementary foods up to two years of age or beyond.” U.S. Department of Education under Title IX of the Education Amendments Act of 1972 recommends that administrators “designate a private room for young mothers to breastfeed, pump milk, or address other needs related to breastfeeding during the school day.”



The U.S. national rate of infants initiating breastfeeding was 84% in 2019 with significant variance among states.



By six months, only 58% of infants were still breastfeeding; and at 12 months, only 35% of infants were still breastfeeding.

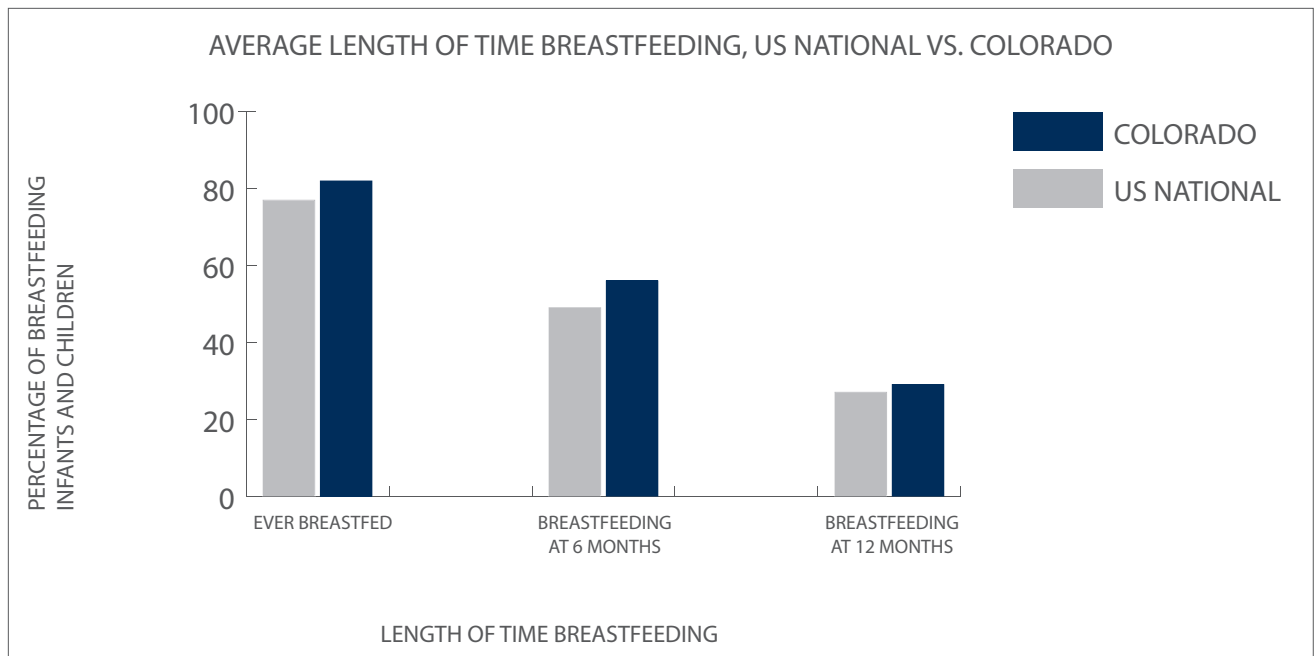


University and college campuses benefit from lactation support programs for students, staff and faculty, as these programs increase employee and student retention rates, support student recruitment, and offer community support.

“I am very happy to know that UNC supports breastfeeding and that students, faculty, and staff are provided places to pump while away from our babies.”

—UNC faculty





**Note. The term breastfeeding was used in the research study.*

Colorado has higher rates of breastfeeding/chestfeeding/lactating in accordance with recommendations from national organizations, but similar to national trends, breastfeeding/chestfeeding/lactating rates decrease as children get older. Evidence that demonstrates the need for lactation support in your state is critical to gaining support on your campus. You can find current data and statistics at www.cdc.gov/breastfeeding/data/reportcard.htm.

IMPORTANCE OF BREASTFEEDING/CHESTFEEDING/LACTATING

Human milk is the recommended first choice of child feeding. Many health professionals agree that human milk/breastfeeding/chestfeeding/lactating provides parents, children, and the community with many benefits.

Benefits of Breastfeeding/Chestfeeding/Offering Human Milk for the Parent & Family

- Facilitates quicker return of uterus to pre-pregnancy shape
- Facilitates faster return to pre-pregnancy weight
- Delays the return of menstrual cycle
- Reduces risk of rheumatoid arthritis
- Reduces risk of osteoporosis and bone fractures
- Reduces risk of premenopausal breast cancer and ovarian cancer
- Reduces risk of developing postpartum depression
- Decreases risk of gestational diabetes developing into Type II diabetes postpartum
- Encourages closeness between the child and the parent involved in feeding time
- Lessens disruptions to family life due to fewer child illnesses
- Improves child spacing
- Saves money on feeding materials
- Builds confidence
- Promotes flow of the calming hormone, oxytocin
- Reduces risk of blood loss after delivery



74% of all college and university students are nontraditional (e.g. non-traditionally aged, have dependents)

Benefits of Breastfeeding/Chestfeeding/Offering Human Milk for the Employer, University, College, and Community

- Contributes to a more productive workforce
- Reduces parental absenteeism related to child illnesses
- Increases student and employee retention rates
- Raises morale and loyalty in the workplace

Saves money

- Reduces healthcare costs for employers because children who receive human milk often require less health care provider visits, prescriptions, and hospitalizations
- Reduces costs for producing and shipping formulas
- The U.S. would save billions of dollars per year in costs associated with pediatric disease and death if more families breastfed/chestfed/provided human milk

Saves lives

- Reduces the incidence of infant death (e.g., SIDS)
- Correlates with lower rates of child neglect

Saves the environment

- Less waste in landfills as a result of production and packaging formula and bottles
- Less air pollutants as a result of manufacturing formula and bottles
- Less resources are utilized including water, electricity and fuel compared to bottlefeeding
- Human milk is a renewable resource that requires no processing or packaging



In the first year, a family who breastfeeds/chestfeeds a child can save approximately \$1,200–\$1,500 on formula costs.



More than half of all mothers/parents return to work, school or become employed within the first postpartum year.



If 90% of mothers/parents in the United States breastfed/offered human milk exclusively for six months, the national economy would save approximately 13 billion dollars a year in direct, indirect and premature death costs.

Risks of Not Breastfeeding/Chestfeeding/ Offering Human Milk

- Formula lacks the nutritional value of human milk
- Formulas are more difficult to digest than human milk
- Formula requires special storage
- Formula requires special preparation
- Beneficial effects of breastfeeding/chestfeeding on correct growth of jaws, teeth and speech patterns are decreased
- Beneficial effects of human milk on learning ability are decreased
- Beneficial effects of breastfeeding/chestfeeding/lactating on bonding with parent are decreased
- Increases risk of diarrhea and other stomach problems
- Increases risk of many childhood illnesses, including: urinary tract infections; ear infections; lung infections; childhood obesity; sudden infant death syndrome (SIDS); childhood mortality; diabetes; leukemia; childhood cancers; allergies; eczema and other skin conditions; childhood asthma; and high cholesterol

Barriers to Breastfeeding/Chestfeeding/ Offering Human Milk

While the benefits of breastfeeding/chestfeeding/offering human milk are acknowledged, many barriers exist for families who wish to reap those benefits. Each individual parent may experience none, some or all of the below barriers.

Education and Employment

- Inadequate lactation support at the school or workplace
- Lack of flexibility in schedule to breastfeed/chestfeed/lactate or express human milk
- Lack of private space to breastfeed/chestfeed/lactate or express human milk
- Policy prohibiting children on-campus or lack of campus child-care or nearby child-care
- Child feeding practices in child care centers that are not conducive to breastfeeding/chestfeeding/lactating

Societal Beliefs and Norms

- Lack of knowledge about breastfeeding/chestfeeding/lactating
- Absence of a culture that values health and family
- Inadequate support from friends, family and coworkers
- Embarrassment associated with breastfeeding/chestfeeding/lactating in the presence of others
- Access to lactation support is limited even further should a parent hold marginalized social identities (e.g. being a person of color, low socio-economic class, trans*, etc.).

Health and Health Care Related Issues

- Health conditions that cause delays or difficulty in milk production
- Inaccurate or discouraging lactation guidance from medical providers
- Lack of specialized support or referrals for any health issues
- The promotion of formula in hospitals and health care provider's offices may lead to lack of self-confidence of the parent's ability to breastfeed/chestfeed/lactate

Breaking Down Barriers

University or college administration, faculty and staff can play an active role in supporting breastfeeding/chestfeeding/lactating parents and helping to reduce the barriers they face.

- Encourage breastfeeding/chestfeeding/lactating parents to continue to breastfeed/chestfeed/lactate when they return to work or school
- Educate students, faculty, and staff on the benefits of breastfeeding/chestfeeding/lactating
- Inform the student or employee of their rights to breastfeed/chestfeed/lactate or pump on-campus during their pregnancy rather than upon return. Work with the campus community to identify what the needs are of breastfeeding/chestfeeding/lactating parents, being inclusive of all social identities
- Work with health centers, community agencies and lactation consultants on activities and trainings related to breastfeeding/chestfeeding/lactating and child nutrition. Put parents in touch with support groups and other breastfeeding/chestfeeding/lactating individuals who are returning to school or work.
- Provide information on current federal and state lactation laws in the workplace.
- Promote the use of a lactation consultant. For help finding a lactation consultant visit:
<https://connect.ilca.org/main/why-ibclc/falc>

HOW TO WORK WITH REBUTTALS AND RESISTANCE WHEN ESTABLISHING A LACTATION SUPPORT PROGRAM

When starting a Lactation Support Program, you may experience rebuttals and resistance from members of your campus. Below are some common questions and answers to assist you with these difficult conversations.

Q: Would allowing individuals to pump/express milk at work or during class decrease productivity?

A: Studies have shown the opposite is true. People who feel heard and supported tend to be satisfied with their place of employment/education and have an increase in productivity. Strong caretaker policies also help reduce absenteeism and increase loyalty with lower turn-over rates. This saves college/university campuses money on training new employees and recruiting for new students.

Q: What if space and money is not available to provide any lactation rooms?

A: It does not take a lot of space or money! Lactation rooms only need privacy, a space to place equipment, electricity, and a chair. Typically, a room that is 7 ft x 7 ft can fit this comfortably. Some spaces that can be used as lactation rooms include offices, converted storage rooms or closets, or an enclosed space inside of a larger room. Temporary spaces may be “built” with screens in locations that have other main purposes. Other options for lactation rooms include lactation pods that come in an array of sizes and can be installed in less than a full workday. Funding for rooms, screens, and pods can be gained through fundraising, student organizations, or grants (see page 34 in toolkit).

Q: Why is time needed for pumping/expressing milk at work?

A: To maintain one's milk supply, an individual needs to pump/express milk around every three hours, the normal time frame an infant would choose to eat when with the parent. Not only does pumping maintain milk

supply when parents are away from their child, it helps alleviate any discomfort an individual may experience due to engorgement (when the breast tissue overfills with milk, blood and other fluids, causing breasts to feel very full, hard, and painful). Also, supporting a parent's choice on how one decides to feed their child is important. For more information on the importance and benefits of breastfeeding/chestfeeding/lactating, see page 7 in the Toolkit.

Q: What is the purpose of developing a Lactation Support Program?

A: Providing a Lactation Support Program is a great way to support the decisions of your employees, contributing to an increased work-life balance. They also can help reduce healthcare costs, reduce employee absences, and increase retention rates. Research has shown both the parent and infant involved in breastfeeding/chestfeeding/lactating are healthier, lowering overall health care costs, including insurance costs. A healthier infant and parent means fewer sick days, less hospital stays, and more days spent on-campus. Lastly, the more support parents receive on-campus, the more likely they return to work or school sooner and stay employed or enrolled with that university when having another child.

Q: Will other employees and students feel like breastfeeding/chestfeeding/lactating individuals are receiving special treatment?

A: If this is a concern, think about including employees and students in the policy-writing process. Well thought out and comprehensive policies for parents and lactating individuals will set clear guidelines and expectations. Allowing other people within the campus community the opportunity to provide feedback provides a united stance of support for parents and understanding for non-lactating persons on-campus. Also, make it clear how lactation support policies can help everyone, such as reduced training times and the ease of sharing responsibilities during pre-planned pumping/milk expression sessions during the day.



University-supported lactation programs can help to normalize breastfeeding/chestfeeding/lactating within the community.

HOW TO PROMOTE AND NORMALIZE LACTATION ON-CAMPUS

University and college campuses can have a significant effect on the ability of parents to express milk for their children. First and foremost, campuses need to develop comprehensive policies for all employees and students. These policies should:

- Allow ample paid caretaker leave for employees and establish an arrangement such as independent study and/or academic extensions for students.
- Provide sufficient time for feeding and pumping at work, at school or during class. It can be beneficial to have break times arranged in advance.
- Decrease the time needed for lactation breaks by installing rooms or having temporary locations near classrooms and employee workplaces.

To help create a positive culture on-campus for individuals who are breastfeeding/chestfeeding/lactating, educational and promotional resources should be made available to all. Post signs with information on the benefits of breastfeeding/chestfeeding/lactating for students, employees, and other members of the university or college. Expand information regarding campus policies and resources involving lactation support to other areas in addition to health services. Inform students about policies involving lactation support and lactation education in introductory courses such as University 101 classes or classes in Nutrition or Health Science Departments. Encourage students and faculty to work together to create social media campaigns, university websites, and seminars to improve lactation education and support. Encourage all students and faculty to support

breastfeeding/chestfeeding/lactating individuals and instill policies that prevent ridicule or retribution.

Along with educating the campus and providing comprehensive education to students and employees regarding lactation, the university should provide additional supporting resources. Providing on-campus childcare for parenting students and employees helps create a work-life balance that supports work productivity and mental health. Not only is affordable childcare a recruitment tool for future students and employees, but it would also make breastfeeding/chestfeeding or expressing milk throughout the day more accessible. Childcare services could be operated by professionals or offered as an employment or volunteer experience for students managed by educators or childcare professionals.

Increasing the number of lactation rooms on-campus can decrease the amount of work and classes missed and ensure that breastfeeding/chestfeeding/lactating individuals have safe and clean places to express milk/pump within a short distance. Provide pumps and refrigerators to store milk to reduce the number of trips made across campus. Temporary rooms can be utilized if permanent spaces are difficult to acquire. Each lactation space should be equipped with further information on pumping/expressing milk, cleaning and sanitizing equipment, milk storage techniques, and contact information of local lactation consultants who can help provide additional support as needed.

In addition, it is critical that we promote and normalize lactation through an inclusive approach. This will ensure that all access to lactation stations, education and other support will be open to all regardless of gender or other marginalized identities one may hold.

CURRENT LAWS AND POLICIES

In the United States, state and federal governments have acknowledged the many benefits of breastfeeding/chestfeeding/lactating, as well as the barriers. In response to this knowledge, legislation and policies have been developed and implemented.

The federal government enforces a handful of specific legislations and policies that states must follow; however, each state has its own lactation laws and policies. It should be noted that when comparing federal and state workplace accommodation laws, some states offer greater provisions for employees than federal laws. Therefore, the law that offers the most support is the one that should be followed.

State Laws

All 50 states, the District of Columbia, and Puerto Rico permit breastfeeding in public.

Federal Laws

Patient Protection and Affordable Care Act:

- 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 a need to express milk.”
- Employers must “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.”



For more information, visit <https://www.dol.gov/agencies/whd/fact-sheets/73-flsa-break-time-nursing-mothers>

Title IX

- The amendment protects students from discrimination based on “their actual or potential parental, family, or marital status” or based on a student’s “pregnancy, childbirth, false pregnancy, termination of pregnancy, or recovery there from.”
- Schools that receive federal funding must provide equal access to school for pregnant students and parenting students; treating the pregnancy and conditions related to the pregnancy like other short term disabilities.



For more information, visit <https://www2.ed.gov/about/offices/list/ocr/docs/dcl-know-rights-201306-title-ix.pdf>

COLORADO LACTATION LAWS

Workplace Accommodations for Nursing Mothers Act

The Colorado law (8-13.5-104) requires ALL employers (businesses with one or more employees) to:

- Provide reasonable unpaid break time, or allow an employee to use paid break and/or meal time, each day to express breast milk for their nursing child up to 2 years after the child's birth;
- Make reasonable efforts to provide a private location in close proximity to the work area (other than a toilet stall) where an employee can express breast milk; and
- Not discriminate against the employee for expressing breast milk in the workplace.

Breastfeeding in Public

The Colorado law (C.R.S. 25-6-302) states: A mother may breastfeed in any place she has a right to be.

Postponement of Jury Service for a Person Who is Breastfeeding a Child Act

The Colorado law (13-71-119.5) states: A person who is breastfeeding a child is eligible for up to two 12 month postponements of jury service.

- The judge or jury commissioner may request a physician's note or medical statement in support of the postponement.

Pregnancy Workers Fairness Act

The Colorado law (C.R.S. 24-34-402) requires ALL employers to:

- Provide reasonable accommodations to employees and applicants for health conditions related to pregnancy, physical recovery from childbirth, or a related condition, to perform the essential functions of the job, if requested by the employee or applicant (not required);
- Must engage in a timely, interactive process with employees to determine effective, reasonable accommodations;
- Not deny employment opportunities or discriminate against an employee who requests or uses a reasonable accommodation;
- The employer may require a note from the employee's healthcare provider

How to Report Discriminatory Behavior

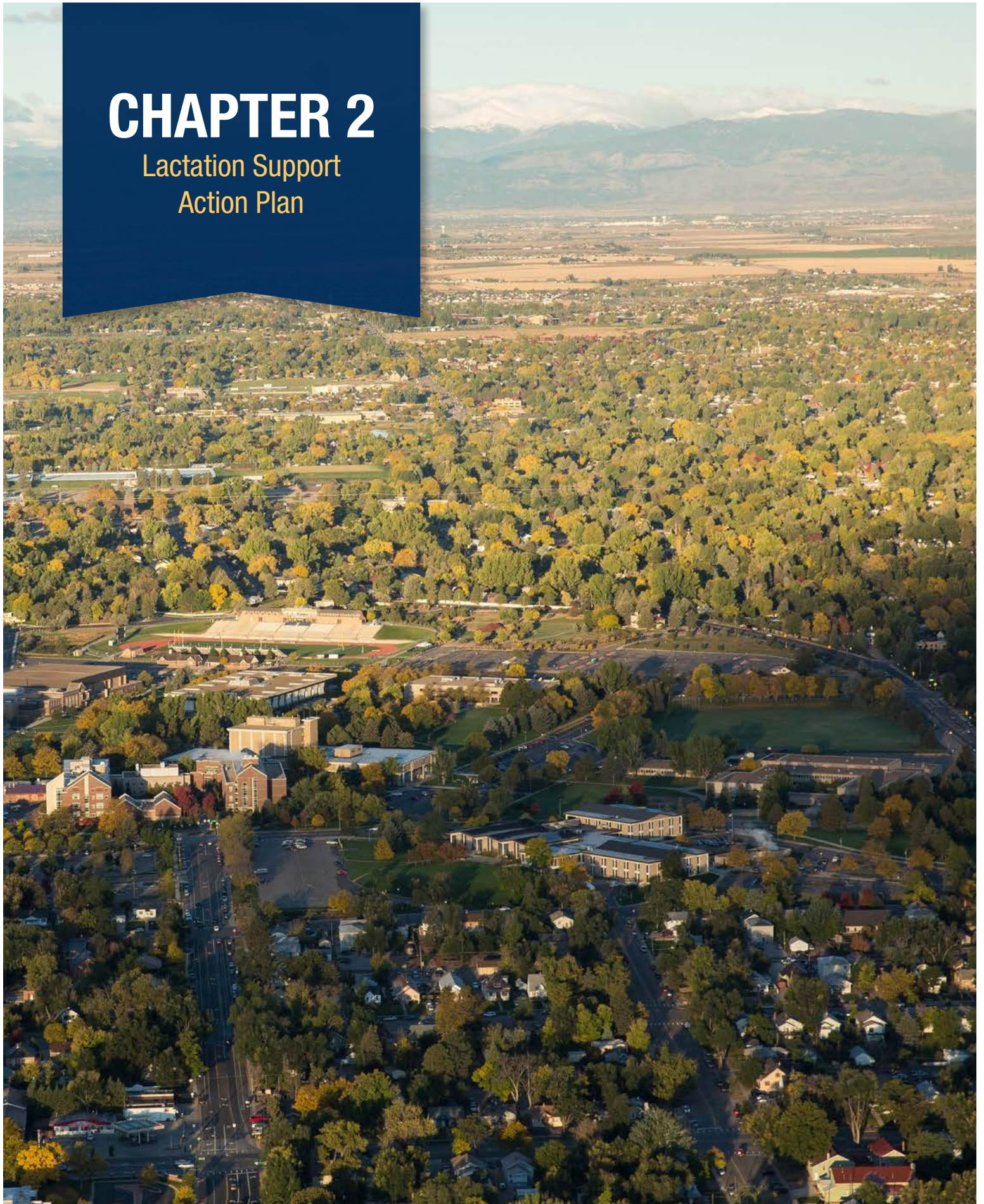
In regard to upholding federal/state laws and university policies and processes that support breastfeeding/chestfeeding/lactating individuals, it is important to identify ways in which one can go about reporting incidents where possible discrimination is taking place or where inappropriate incidents occur. Institutions like the University of Northern Colorado have a Discrimination Complaint Process for students that is housed in the Dean of Students Office. This process allows for an individual to report discriminatory behavior. It is encouraged that an examination of one's institutional reporting processes be identified in order to support breastfeeding/chestfeeding/lactating individuals.

Potential areas to explore within your organization can include:

- Human Resources Office, to identify what reporting processes exist for employees
- Anti-Discrimination policies and procedures
- Title IX reporting processes
- Dean of Students for student concern/complaint processes

CHAPTER 2

Lactation Support Action Plan





It is important to recognize other identities a breastfeeding/chestfeeding/lactating parent may have in order to create a more inclusive support experience.

IDENTITIES OF BREASTFEEDING/CHESTFEEDING/LACTATING PARENTS

While we often associate breastfeeding with cisgender women who are the biological mothers of children, it is important to recognize all potential identities of breastfeeding/chestfeeding/lactating parents. Creating inclusive lactation support resources for all identities is a critical component of successful outcomes for parents and children. Social identities, including gender identity, sexual orientation, relationship status, parenting status, race, class/socioeconomic status, ethnicity/culture, religion, ability, age, size, among others, may create additional barriers to accessing both community based lactation support as well as lactation stations on a college campus (see Additional Resources, page 37 a for list of social identity definitions).

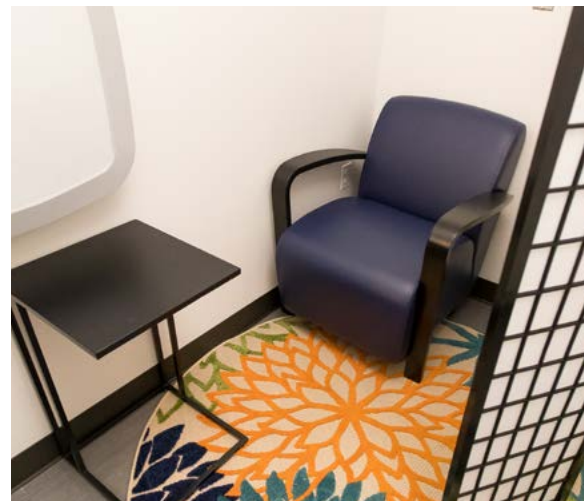
When developing and implementing lactation support services on a college campus, it is critical to provide inclusive lactation stations. Considerations and recommendations to provide inclusive lactation support are offered throughout each section of this toolkit. Additionally, this toolkit recognizes and integrates special considerations for unique populations of breastfeeding/chestfeeding/lactating parents based upon needs and barriers presented to these groups. For example, military parents, low socioeconomic status, insurance access (e.g. student insurance coverage), etc.

GETTING STARTED: LACTATION SUPPORT CHECKLIST

Here are a few essential steps to ensure lactation support on a university or college campus.

- Conduct a needs assessment. Identify opportunities to improve resources for breastfeeding/chestfeeding/lactating parents. For example, increase designated lactation stations for students, faculty, staff, and community members.
- Create and implement a plan that is inclusive of identities of parents that will utilize lactation support. For example, establishing lactation stations that are accessible to all gender identities, as opposed to using a gender specific area. Examine what your campus culture is with regard to inclusivity and incorporate inclusive components that support what your institution desires. Things to think about are the use of gender inclusive pronouns, gender inclusive access to potential lactation station locations and support group programs that provide access to all gender breastfeeding /chestfeeding/ lactating individuals.
- Cultivate partnerships. Meet with faculty and staff to communicate the need for lactation support resources and pool resources to build a cooperative effort. Involve interested students through volunteer and educational projects.
- Create a lactation support policy.
- Identify processes for reporting discrimination complaints and/or policy violations.
- Develop lactation support resources (e.g., lactation stations, lactation support groups, education/trainings).
- Promote your services. Create an inclusive marketing plan to educate and inform students, faculty, and staff of lactation rights and support resources on-campus available to them. Utilize campus-wide communication platforms (e.g., campus newspaper, website, social media).
- Evaluate your program. Survey students, faculty, and staff to identify what is working and what can be improved upon.
- Share your experiences and resources with the community. Be a community leader in the effort to support breastfeeding/chestfeeding/lactating parents!





LACTATION SUPPORT 101: LACTATION STATION HOW-TO GUIDE

A Lactation Station serves students, faculty, staff, and community members who choose to continue breastfeeding/chestfeeding/lactating after returning to school or work.

To-Do List

- Identify room or space (private or semi-private, that is both accessible to all gender identities and complies with ADA)
- Organize items needed for a lactation station
- Create a lactation station policy/procedure
- Promote the lactation station to breastfeeding/chestfeeding/lactating parents on-campus

Items Needed to Create a Lactation Station on Your University or College Campus:

- Room (a private room is preferred but not mandatory)
- Identify if these spaces are private or semi-private spaces as it will impact access, it is preferable that the space(s) be accessible to all (while considering gender identity and ability). For example, a lactation station that is located within a women's only space would impact access for a breastfeeding/chestfeeding/lactating trans-man
- Consider combined spaces that serve multiple functions if you are struggling to find space
- Lactation station should NOT be located within a restroom. Milk expression should never share air space with a working toilet, it is unsanitary to prepare or consume foods in the presence of aerosolized toilet contents
- Door that locks (preferred)
- Privacy screen (mandatory if the area is in a common space); also recommend adding frost to the front door window glass if needed to allow for privacy

- Electrical outlet (to plug in pump)
- Table (to set supplies and pump on)
- Good lighting and ventilation
- Sink or access to adjacent sink (to wash and dry hands and pump pieces)
- Comfortable chair with good back support

Ideal Items:

- Lactation Station sign for door or "occupied or private" sign for door
- Keypad entry (registered access; a sense of security during expression)
- Footstool
- Screens (for large spaces that can be separated and provide privacy)
- Hospital grade pumps (users buy/bring tubing/flanges/etc.). As referenced above, some breastfeeding/chestfeeding/lactating parents may not have access to purchase a personal pump and may rely on having access to the pump provided in the lactation space
- Hand washing materials (e.g. sink, soap, towels)
- Sanitizing surface wipes
- Compact refrigerator with freezer compartment (to store ice packs)
- Clock
- Wall mirror (to help readjust clothing before returning to work/class)
- Décor: Artwork, soft lighting, music
- Educational resources: Brochures, (e.g. local lactation support groups, WIC, local places that rent pumps), brochure holder, books
- Sign-in sheets, clipboards and pens, masking tape (labeling milk containers)

LACTATION SUPPORT 101: LACTATION STATION FREQUENTLY ASKED QUESTIONS

Below is a sampling of the most commonly asked questions when setting up a lactation station on a university or college campus. Please note that most campuses have different resources available and some information may not be applicable.

Q: How much would it cost to host a Lactation Station?

A: Essentially nothing but the donated space. If resources allow, a few items may be donated for the space as well as someone to maintain upkeep.

Q: How much space would be needed?

A: Enough for a chair, small table, a privacy screen if the space is not already private, and some room to move around. (Recommend a space that is 7' by 7')

Q: What are the other requirements of hosting a Lactation Station?

A: Besides the items listed above, it would need an electrical outlet, and a place to wash hands and pump pieces, such as a close restroom. The station must also be private or semi-private.

Q: Who will be responsible for the Lactation Station and maintenance?

A: Someone in your department or program will be responsible for letting a student or employee into the station. It is ideal for the department to be responsible for maintenance problems and checking in on the space. If this is not the case, a volunteer (e.g. students seeking volunteer hours) may be beneficial in this role.

Q. When will the Lactation Station be open?

A. Whenever the department or program's office hours, in which the station is located, are open.

Q. Do parents have to reserve a time at the Lactation Station?

A. No. The station is first-come, first-served, and based on availability. More than one person can use the station at a time as well if space and privacy is available and the users agree. Some universities may prefer a reservation system; this would need to be determined with the department the lactation is located.

Q: Why is a Lactation Station important?

A: Lactation Stations benefit students, faculty, staff and community members who are breastfeeding/chestfeeding/lactating and/or expressing milk on-campus and need an appropriate place to pump. Breastfeeding/chestfeeding/lactating while going to school or work may add challenges and the station would help parents continue to breastfeed/chestfeed/express milk.

LACTATION SUPPORT 101: LACTATION PODS

A lactation pod is a freestanding private room available to breastfeeding/chestfeeding/lactating individuals who need a location to safely and confidently pump, express milk, or breastfeed/chestfeed.

What is Required

The pod is equipped with all the necessary lactation station inclusions and items (e.g. seating, tables, outlets, lighting, and ventilation, etc.). The university or college campus would need to provide the space for the lactation pod, which can range from 15 to 50 square feet depending on the pod; larger pods can offer more amenities than smaller pods.

Cost Range

Different pods may require unique quotes of the total cost which can range from \$9,000 to \$22,000 (for the pod itself) plus additional charges for shipping and installation. If your campus is considering purchasing a pod, a customized quote should be acquired directly from the seller.

Pros of Purchasing a Pod

- **Mobility:** the pod can be moved anywhere at any point in time to best accommodate the needs of lactating individuals on-campus.
- **Minimal planning:** the pod includes all necessary pieces for building a lactation station and is easy to assemble.
- **Smart technology:** some pods are connected to mobile applications that allow parents to see vacancy of the pod, and to digitally control the atmosphere of the pod while they use it.

Cons of Purchasing a Pod

- **Alternative spaces:** a campus with available spaces that could be equipped as completed lactation stations may not benefit as much from a lactation pod.
- **Cost:** the cost of the pod may be high in comparison to the cost of creating a lactation station on-campus. Determine which would be more practical for your campus. May need to collaborate with external funders (see page 34 of the toolkit for funding ideas.)



Photo courtesy of Mamava

Example Lactation Pods Available for Purchase

- Mamava available at: <https://www.mamava.com>
- Brighter Booth available at: <https://brighterbooth.com/breastfeeding-pod/>



LACTATION SUPPORT 101: LACTATION SUPPORT BEST PRACTICES AND NARRATIVES

Once a lactation station is created, further questions about how to use the facility may arise. Common concerns, standards, and suggestions are described below in relevance to best practices. Note that national health standards and peer-reviewed studies help to set the precedent, but more research still needs to be conducted.

Proximity to Workspace or Classroom

While some universities and college campuses may have the space and resources to convert an entire room into a lactation station, partial or temporary locations can be just as accommodating. Creating multiple stations around campus makes milk expression more convenient for lactating individuals. The National Institutes of Health recommends at least six lactation stations within an establishment should be accessible per every 1,000 persons of reproductive age with lactation capabilities.

Keep in mind:

- Study rooms, empty classrooms, empty offices, multi-purpose rooms, and privacy screens in larger spaces are great options for temporary locations.
- Consider the safety and cleanliness of the location when choosing a space. For example, a closet full of cleaning supplies would not be an ideal spot for a lactation station.

- Aim to evenly distribute or centralize lactation stations across campus. Stations should be no more than a five-minute walk from the workspace or classroom of the individual(s) utilizing the space.
- A lactation station should be at least 4' by 5' in area, however larger spaces may be more comfortable.

“Before I found out about the Lactation Stations, I used a basement closet. It was terrible.”

Breaks for Pumping or Expressing Milk Throughout the Work or School Day

The Break Time for Nursing Mothers law under Section 7 of the Fair Labor Standards Act of 1938 states that breastfeeding/chestfeeding/lactating employees have the right to take a break to pump or express their milk as frequently as needed. If employees are permitted any form of paid break time during the workday, then the breastfeeding/chestfeeding/lactating employee must also be paid while on break to express their milk. Lactation breaks should be based on employee or student needs and discussed with the supervisor or faculty. On average, a breastfeeding/chestfeeding/lactating person should expect to pump or express milk three times during an eight-hour workday. The pumping/expressing session will usually last fifteen to twenty minutes, but should always be done to completion, and based on individual needs, not directed by supervisor or faculty member.

Milk Storage and Refrigeration

Milk can be stored at room temperature for up to seven hours; however, it is encouraged to refrigerate it as soon as possible. Most pump bags include an insulated bag, ice pack, and cooler to help keep the milk cold when a refrigerator is not accessible.

“Being able to rent a screen (for free!) to make space in my office was a game changer. My supervisor was very supportive of me taking the time that I needed during my workday to pump. She even cleared out a cabinet in our staff kitchen for my pump supplies.”

Talking to Faculty or Employer About Pumping/Expressing Milk

Starting a conversation about something as personal as breastfeeding/chestfeeding/lactating can be difficult to initiate.

This Toolkit offers sample resources for students and faculty to utilize in the protection of their right to pump or express milk while on-campus (see pages 27–30 for more information).

Possible talking points to include in the discussion:

- Explain why breastfeeding/chestfeeding/lactating is important to you (e.g. health and wellness benefits to both parent and infant, spend less money on feeding materials, etc. See pages 7–8 for more information).
- Explain needs while breastfeeding/chestfeeding/lactating (e.g. how much time and how you often need to pump/express milk, where you plan to store your milk, etc.).
- Explain how breastfeeding/chestfeeding/lactating can benefit the university (e.g. parents miss less work/school because their infants have a decreased incidence of illness, employers spend less money on healthcare costs, etc. See page 8 for more information).

Importance of a Support Network

Having a support network is important for the initiation and continuation of breastfeeding/chestfeeding/lactating, especially after returning to work or school. A single source of encouragement can make the difference in boosting a parents' confidence in their ability to feed and care for their infant.

“UNC was the only place to reach out and ask what my needs were and to offer to collaborate to meet my needs...It was the most support I've ever felt and even though it was 6 years ago, I still tell everyone about it.”



A study published in the *International Breastfeeding Journal* by Desmond and Meaney found that many women did not inquire about breastfeeding/chestfeeding/lactation facilities or discuss their needs with their employer before or after returning to work due to a perceived lack of support.

LACTATION SUPPORT 101: SAMPLE LACTATION SUPPORT POLICY

Purpose:

The **University** recognizes the importance and benefits of breastfeeding/chestfeeding and human milk for both the individual and their children, and in promoting a family-friendly work and study environment. Applicable **State and Federal** statutes provide for the needs of employees who are breastfeeding/chestfeeding/expressing milk, as outlined at the end of this policy. Students who are breastfeeding/chestfeeding/expressing milk should not be forced to choose between going to school under disadvantageous conditions that place their health and their academic success at risk and postponing their education until they are no longer lactating.

The **University** strives to provide faculty, staff, and students with breaks of the necessary duration as defined by the individual, and a clean, private space (that is not a restroom) to express milk. Without the opportunity for breaks of the necessary duration, individuals will likely experience extreme pain and discomfort causing a serious distraction that could negatively impact their ability to work and learn. Additionally, lack of breaks poses an extreme risk to the health of breastfeeding/chestfeeding individuals and their children. Refusing to accommodate lactation needs sends a message to students, faculty and staff that being a parent is incompatible with employment and educational success.

The **University** intends to fully comply with state law provisions by implementing a lactation support policy for students, faculty, and staff. By implementing a lactation support policy, the **University** strives to create an exceptional environment conducive to working and learning and be attuned to both professional and personal needs, such as the needs of an individual who is breastfeeding/chestfeeding/expressing milk while they are at work or school.

Applicable To:

All breastfeeding/chestfeeding/lactating faculty, staff, and students.

Responsibility:

All University supervisors, managers, directors, and faculty are responsible for being aware of the policy and working with lactating employees and students to arrange lactation break times in accordance with the policy. The Division of Student Affairs, Human Resources and the Lactation Support Program will be responsible for distributing this policy to the University community responding to any questions concerning the policy by faculty, staff, and students.

Policy:

The **University** recognizes the importance and benefits of breastfeeding/chestfeeding/expressing milk for individuals and their children, and in promoting a family-friendly work and study environment. In keeping or exceeding the requirements of **State and Federal laws**, the **University** acknowledges that an individual may breastfeed/chestfeed in any place they have a right to be on-campus, and that the **University** shall provide employees and students who are lactating with a clean and private space, other than a restroom, for milk expression that is in close proximity to their work or study area.

1. Lactation Breaks

Employee Specific Information:

- The **University** shall accommodate an employee who gives their Department Chair/Program Coordinator/Director/Supervisor notice of a need for lactation support and facilities to express milk. Note that **State law** supports up to (add your appropriate state law here) years after birth, but the **University** will continue to provide lactation support as long as desired by employee.
- An employee should notify their Department Chair/Program Coordinator/Director/Supervisor in a timely manner of their request for lactation support when they are reasonably certain they will need to request time and/or a location to express milk.
- Supervisors will work with employees (including faculty, staff, teaching and graduate students and student employees) who are expressing milk to schedule reasonable and flexible break times each day.
- Where applicable, unpaid break time, paid break time or mealtime should be provided by the **University** to allow the employee to express milk. The supervisor and employee shall work together cooperatively to establish times for the employee to express milk as often as needed and determined by the employee.

Student Specific Information

- The **University** faculty and staff will offer support and resources to their students with their breastfeeding/chestfeeding/lactating needs.
- Examples of support can be identifying times a student will step out to express milk, identifying a space where expressing milk can occur, connecting them with other campus lactation support resources by visiting **university website**.
- Students who are breastfeeding/chestfeeding who need to leave class to express milk shall inform the instructor of the need and estimated time away from class as soon as possible.
- Instructors/faculty are prohibited from penalizing lactating students who are requesting or receiving any accommodations for expressing milk while taking their course.
- Instructors/faculty and students shall work together to identify solutions for making up in-class work or participation credits, as well as instruction missed. If problems arise, or a student must miss class for longer periods of time due to medical necessity, the student and/or instructor/faculty member may contact the Title IX Coordinator and Equity Officer for assistance establishing reasonable accommodations.
- Exam accommodations shall be provided as necessary and may include extending the available time for an exam to allow for the expression of milk or situating the exam room closer to a lactation space to minimize disruption.
- The **University's** Title IX Coordinator and Equity Officer can serve as a liaison, support and resource in the development and implementation of these accommodations to ensure the student's educational opportunities, including but not limited to in-class and all university sponsored activities (e.g., required clinical rotations, athletics), are not diminished because of lactation. Per federal regulations, lactation is a pregnancy related medical condition.

2.Lactation Facilities

- The **University** shall provide clean, semi-private/private locations for employees and students to express milk. These facilities should be near the employee's work area due to current **State and Federal** law.
- Areas such as toilet stalls or areas within a restroom are not considered appropriate locations for expressing milk and are not permissible per State and Federal law. A restroom equipped with a separate, closed off, designated room for lactation purposes is an appropriate location.
- A supervisor/faculty member who receives a request from an employee/student for break time and/or a private location to express milk should review available space in their department/unit and be prepared to provide appropriate nearby space and break time.
- If the employee or student wishes to use designated lactation stations on campus the locations are listed at **university website**. Included are descriptions of each lactation station, and what, if any, pumping equipment is available.
- The **University's** Lactation Support Program and employees/students who use the designated lactation stations on-campus will be responsible for keeping the facilities clean, and, where pumps are available, for cleaning and sanitizing the pump after each use. Employees/students will be responsible for cleaning and sanitizing their own pumps and pump pieces and storing their own milk.

Important Contact Information:

1. We encourage employees to report issues related to lactation support request needs to Human Resources for consideration and resolution.
2. We encourage students to report issues related to lactation support request needs to the Dean of Students Office for consideration and resolution. Depending on the circumstances, those involved in such investigations may include Human Resources, Dean of Students, Provost, University Counsel, Office of Institutional Equity & Compliance, and/or appropriate law enforcement agencies.
3. Employees and students who have questions regarding access and use of the lactation stations or would like general information about expressing milk or The **University's** Lactation Support Program may contact **X**.

Developed in conjunction with Jessica Lee, Staff Attorney and Director of the Pregnant Scholar Initiative, Center for WorkLife Law, University of California (www.ThePregnantScholar). Adapted from the Rhode Island University's Breastfeeding Policy.

PRIVACY SCREEN RENTAL 101: HOW-TO GUIDE AND SAMPLE POLICY

Privacy screens can be used in addition to lactation stations for employees who wish to create a private space to express human milk at their desk or cubicle.

To-Do List

- Purchase privacy screens.
- Create a privacy screen rental agreement.
- Promote the privacy screen rental policy to breastfeeding/chestfeeding/lactating students, faculty and staff on-campus.

Privacy Screen Rental Agreement

[Sample Policy]

The Purpose: Recognizing that human milk promotes optimum growth and development of children, (insert university name) accommodates parents who choose to continue breastfeeding/chestfeeding/lactating/expressing human milk after returning to work. The screens serve students, faculty and staff who may not have time to visit our Lactation Stations and prefer to express milk privately at their desk or cubicle.

Federal Lactating Laws: Section 7 of the Fair Labor Standards Act, amended by the Patient Protection and Affordable Care Act, establishes standards for an employer to maintain for employees. “Employers with more than 50 employees must provide reasonable unpaid break time, or allow an employee to use paid break and/or meal time, to express breast milk for her nursing child for up to 2 years after the child’s birth. Employers must also make reasonable efforts to provide a nursing mother with a private location in close proximity to her work area, other than a toilet stall, in which to express milk. In addition, employers cannot discriminate against women for expressing milk in the workplace.” Note that [insert university name] chooses to support all breastfeeding/chestfeeding/lactating parents, not only individuals who identify as a breastfeeding woman.

Contact

Employee Name: _____ Job Title: _____

Department: _____

Campus Address: _____

Phone Number / Extension: _____

Email Address: _____

Anticipated Screen Rental Duration: ____ / ____ / ____ to ____ / ____ / ____

Agreement

By signing this agreement, the requesting individual agrees to return the screen after it is no longer being used to (Name, Department, Address). If the individual would like to use the screen beyond the anticipated duration, please contact (Name) at (Email) or (Phone) to update the rental duration.

Employee Signature: _____ Date: _____

Signature of Contact Person: _____ Date: _____

For more information on lactation support, please contact (E-mail) or (Phone) or go to (Website).

PREPARING TO PUMP 101: CHECKLIST AND GUIDE

A pump is an essential tool for parents who wish to continue breastfeeding/chestfeeding/lactating when they return to school or work. Pumping milk enables the breastfeeding/chestfeeding/lactating parent to maintain their milk supply and express milk for their child(ren) when they are away.

Preparing to Pump Checklist

- Decide on the type of pump that will best suit your needs before returning to school or work. If you have questions, please discuss with your health care provider or lactation consultant.
- Purchase or rent your pump before returning to school or work.
- Pumps can be found online or at your local hospital, pharmacy or medical supply store. Pump coverage may be offered by your insurance provider; check with yours for details. Your local WIC office may provide pumps to participants who meet financial requirements. To find the nearest office visit: www.womeninfantschildrenoffice.com/
- Designate an ice chest or insulated bag and cooler packs for the storage of your expressed milk. Many pumps come with a cooler pack and insulated bag.
- Clearly label your pump, carrying case, and storage case. Bottles and lids can be safely labeled with permanent marker on masking tape. Do not label accessories that come into contact with human milk.
- Understand how to care for and clean your pump. This information can be found on the instruction manual provided by the pump manufacturer.
- Do a trial run at home. Test your pump so that you are comfortable with using it before you return to school or work. If you have questions, meeting with a lactation consultant can be beneficial before returning to work or school.

Pump Guide

- Electric powered pumps have adjustable speeds and suction, they are known for their efficiency. Electric pumps require access to an outlet plug.
- Battery operated pumps can be used anywhere and are usually smaller than electric pumps. These may require frequent battery changes depending on usage.
- Manual pumps are lightweight, easy to travel with, and quiet. These require labor from the user that can slow the process of milk expression.
- Pumps are available as single or double models that allow for expressing one or both breasts/chests at a time.

RESOURCES FOR STUDENTS & FACULTY: SAMPLE LETTER TO DEAN

Address (Yours or Program or Department)

Date of Letter

Name of Recipient

Title (Dean of Students)

Name of University or College

Street Address of University or College

Dear Mr./Ms./Dr.: or Dear Dean of Students:

[Name of university] takes pride in its ability to provide a wide assortment of academic programs, support services and opportunities for community involvement; all while being able to provide a personal, welcoming and caring environment. Since it is the goal of the University to provide its students with the best educational experience and atmosphere, it is essential to consider school-life balance when addressing students' needs. The specific area of school-life balance we are writing you about today is breastfeeding/chestfeeding/lactating.

A report by the Institute for Women's Policy Research indicated that more than a quarter (26%) of undergraduate students are raising dependent children. With increasing rates of student-parents, the need for lactation support on university and college campuses is increasing as well. The numbers show that current and prospective students of universities and colleges are breastfeeding/chestfeeding/lactating or will breastfeed/chestfeed/lactate at some point during their education. Student interest in a lactation support program should not be overlooked.

By providing a lactation support program, [Name of University] would be more attractive to both traditional and nontraditional students in addition to meeting the needs of students already attending the university. While our university provides various types of lactation support services, we must strive to ensure sustainability of these support services as well as maintaining an understanding of current breastfeeding/chestfeeding/lactating recommendations and trends. This can be accomplished with a lactation support program.

We recognize that you play many roles at the university and that you strive to enhance and recognize student learning and personal responsibility. Therefore, with your cooperation, consideration and understanding of the importance of breastfeeding/chestfeeding/lactating as an integral part of student-life balance, we can continue to offer lactation support services to our current students in addition to appealing to prospective students.

We are asking for your continued support of our efforts in creating a breastfeeding/chestfeeding/lactating-friendly environment on-campus. We hope to maintain communication with you as we move forward with the lactation support program and gladly offer reports on progress as you desire.

Thank you for your consideration. To further discuss the lactation support program, please contact (Name) at (Email or Phone).

Sincerely,

(Your handwritten signature)

(Your typed name)

RESOURCES FOR STUDENTS & FACULTY: SAMPLE LETTER TO FACULTY

Address (Yours or Program or Department)

Date of Letter

Name of Recipient

Title

Name of University or College

Address of University or College

Dear Mr./Ms./Dr.: *or*

Dear Faculty:

Our institution prides itself on the various types of support that it offers to its student population. One type of support that our institution has chosen to encourage is the support of breastfeeding/chestfeeding/lactating parents on our campus. This can only be accomplished through the cooperation, consideration and understanding of the importance of breastfeeding/chestfeeding/lactating, in addition to education, by university or college staff and faculty.

Students who are breastfeeding/chestfeeding/lactating or expressing milk via pumping have been encouraged to discuss their choice to breastfeed/chestfeed/lactate, along with any pumping schedule concerns, with their instructors/professors. In addition, students whose schedules are affected have been instructed and encouraged to consult with their instructors/professors and sign a lactation accommodation form for the semester.

It is important to recognize that much like an academic schedule, no two students' breastfeeding/chestfeeding/lactating or pumping schedules are alike. Students may require different support depending on their schedule, for example, using technology to record or watch parts of the lecture so that they do not miss content.

We recognize your role in establishing class attendance policies and appreciate your cooperation and consideration. Thank you for considering this request. For more information on breastfeeding/chestfeeding/lactating or how to support a student who is breastfeeding/chestfeeding/lactating, please contact (Name) at (Email) or (Phone).

Sincerely,

(Your handwritten signature)

(Your typed name)

RESOURCES FOR STUDENTS & FACULTY: SAMPLE STUDENT ACCOMMODATION REQUEST

Student Lactation Accommodation Request

[Sample Form]

Student Requesting Accommodation: _____

Student ID: _____

Course Title & Number: _____ Instructor: _____

Anticipated Accommodation Duration: ____Fall 20____ ____Spring 20____ ____Summer 20____

Anticipated Pumping/Breastfeeding/Chestfeeding/Lactating Time: _____

Primary Designated Lactation Station: _____

Alternate Designated Lactation Station: _____

Please indicate whether the designated Lactation Stations are University/College-designated Lactation Stations or temporarily designated for the purpose of this Accommodation Request. For more information on where you can find a University-designated Lactation Station, please go to (Website). If temporarily designated (e.g. faculty/staff office, work room, etc.) please provide a brief description of the Lactation Station: _____

The requesting student's, faculty's and Dean of Student's signatures below indicate that all individuals have reviewed and understand the above Lactation Accommodation Request. Further, it is understood that the success of the university/college's ongoing efforts to provide support to breastfeeding/chestfeeding/lactating parents on its campus is dependent on the cooperation of students, faculty, the Dean of Students and University or College personnel.

Student Signature: _____ Date: _____

Faculty Signature: _____ Date: _____

Dean of Students Signature: _____ Date: _____

For more information on lactation support, please contact (Name) at (Email) or (Phone).

RESOURCES FOR STUDENTS & FACULTY: SAMPLE EMPLOYEE ACCOMMODATION REQUEST

Employee Lactation Accommodation Request

[Sample Form]

Employee Requesting Accommodation: _____

Job Title: _____ Department: _____ Extension: _____

Anticipated Accommodation Duration: ____/____/____ until ____/____/____

Primary Designated Lactation Station: _____

Alternate Designated Lactation Station: _____

Please indicate whether the designated Lactation Stations are university/college-designated Lactation Stations or temporarily designated for the purpose of this Accommodation Request. For more information on where you can find a university/college-designated Lactation Station, please go to (Website). If temporarily designated, please provide a brief description of the Lactation Station:

The requesting employee's, supervisor's and Human Resources representative's signatures below indicate that all individuals have reviewed and understand the above Lactation Accommodation Request and understand the (insert State, if applicable) Workplace Accommodations for Nursing Mothers Act and understand Federal and State workplace laws.

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

HR Signature: _____ Date: _____

For more information on lactation support, please contact (Name) at (Email) or (Phone).

ROLE OF HUMAN RESOURCES IN LACTATION SUPPORT

Employment conditions can be associated with lactation termination due to lack of privacy and inadequate time. However, breastfeeding/chestfeeding/lactating yields substantial immediate and long-term health benefits for both the infant and parent, as well as economic benefits including lower rates of employee absenteeism, higher employee productivity, increased employment retention, decreased healthcare costs and family cost savings.

How Can Universities Support?

In 2010, the Fair Labor Standards Act of 1938 was amended to require employers to provide reasonable break times and a place for milk expression other than a restroom. Opportunities for human resources to maximize the benefits of federal and state laws includes offering a comprehensive lactation support program, informing, and educating employees about it, and advocating for the implementation and enforcement of lactation support and resources. Employees who continue to breastfeed/chestfeed and/or express milk after returning to work prosper from the support of their supervisors, coworkers, and human resources team.

For more on the benefits of breastfeeding/chestfeeding for the employer, university, college, and community, see page 8 in the toolkit. Current laws and policies regarding breastfeeding/chestfeeding can be found on page 13.

Lactation Support Program Requirements and Ideals

Employers must provide a private, physical space to pump or express milk that is not in a restroom. Lactation stations should include a chair, table, and privacy screen. Employers are also required to provide sufficient break times to express or pump milk and get to and from the lactation station. Mutually convenient break times should be discussed between the employee and supervisor or manager and should be based on the employee's needs.

There are many opportunities available to further meet the needs of employees and ensure they have a smooth transition back to work. These can include offering access to a lactation consultant, providing educational materials, lactation classes, on-site daycare, or a lactation support group. Employees can attend support groups either in person or virtually.

Administering a Lactation Support Policy

A written lactation support policy provides guidelines to help employers support employees with a comprehensive work/life balance. It also provides staff with a written understanding on the support and services available to

them in their workplace. Once a policy is established, reviewing it with supervisors and staff will help ensure that it is compliant with university policies and federal and state laws emphasizing overall health and workplace wellness of lactating individuals. For a sample lactation support policy see page 23 of the Toolkit

Human Resources can help to administer the lactation support policy, first and foremost, by ensuring that all supervisors/managers are educated and can appropriately navigate questions and conversations with employees. Discussions should support the considerations of the employees' needs as they plan their return to work. Furthermore, employees should formally be made aware of all lactation support services which can be done in a variety of ways:

- Emails and newsletters
- Online company website articles
- Health insurance open enrollment meetings
- FMLA application process
- Employee and staff meetings
- Policy and employee handbooks
- Lactation Support Document submission
- Employee trainings

Company leaders can significantly impact the lactation support program by fostering a workplace culture that seeks to understand the experiences and needs of breastfeeding/chestfeeding/lactating individuals. Human Resources can improve this transition by advocating for the resources necessary to implement better training and policy programs in the workplace. Several resources that can help improve the program are listed below.

1. Assign a Point-Person in Human Resources (HR)

A point-person at HR can help encourage a centralized source of information regarding the lactation benefits, current policies and resources available, utilization and availability of the lactation spaces, employee feedback or inquiries, and advocate for a supportive campus.

2. Manager/Supervisor Training

One way to improve supervisor's knowledge of and awareness for the needs of breastfeeding/chestfeeding/lactating individuals in the workplace is to provide effective training programs on the lactation support policy, guidelines, and best practices. Supervisors can support employees in a variety of ways before leave starts and after they return to work. Every person's lactation journey is different, thus supervisors should exercise sensitivity and understanding when having these conversations with lactating employees (or those who plan to breastfeed/

chestfeed after their leave). With proper training programs, employers can ensure they are following federal/state laws and university policies, while facilitating a supportive and understanding work environment.

3. Providing Employees with a Lactation Support Document

Working with employees who are preparing for leave can help educate them on the policies and resources available to them upon their return. Before going on family leave, employees should complete a lactation support document with their supervisor or HR point-person to ensure they can be informed on all the company has to offer. This document should review the following four key components:

1. Anticipated accommodation duration
2. A primary and alternative designated lactation station
3. Mutually beneficial break times
4. Milk storage

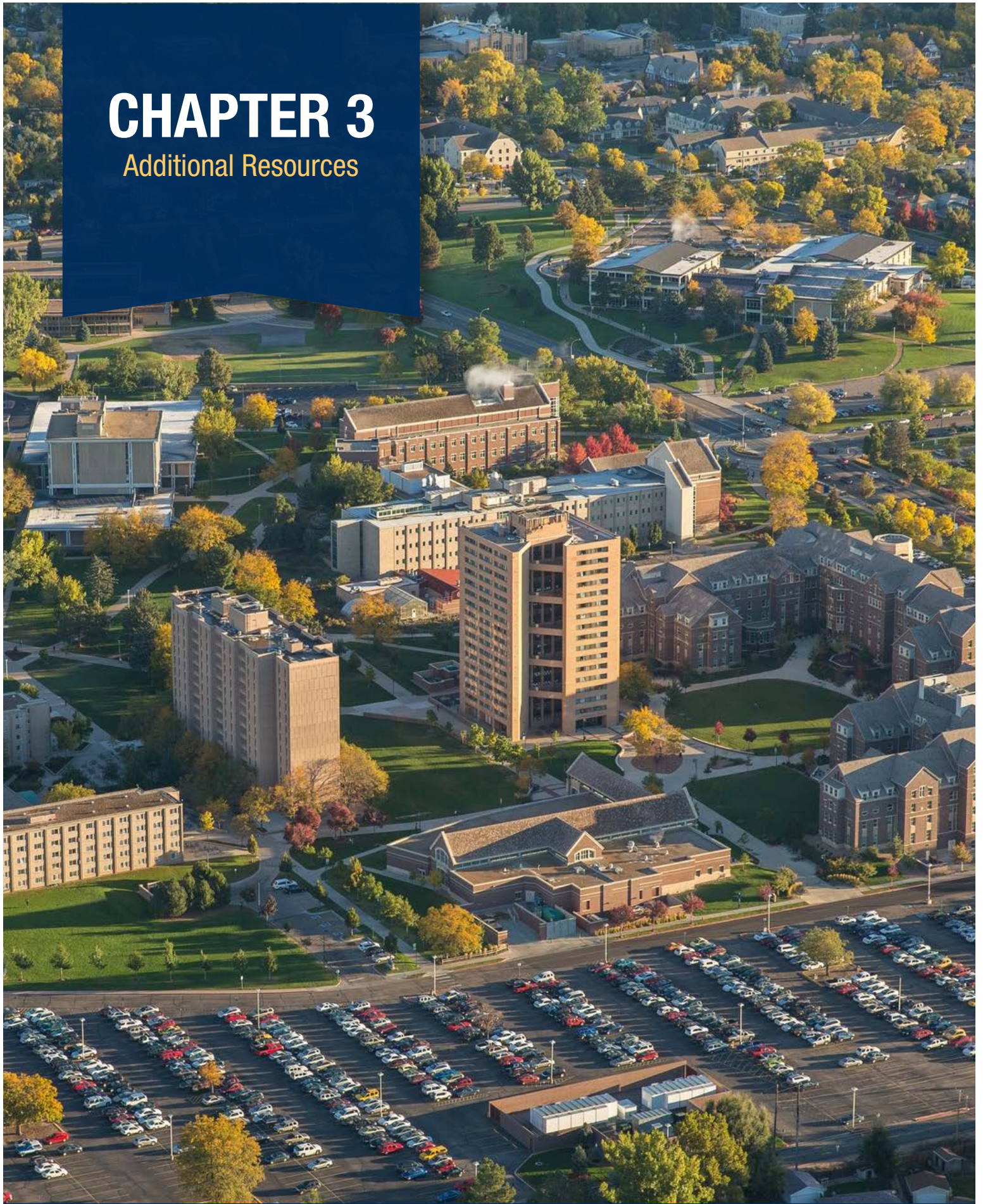
It is important that while reviewing this document, both parties understand that the document is subject to change and that support should be exercised accordingly. The document can also be used as a tool for supervisors to bridge the conversation with employees, discuss relevant company policies, and show their support for the employee in their choice to breastfeed/chestfeed/lactate. For a sample accommodation request form, please see page 30 of the Toolkit.

4. Providing Employees with Organization Information

It can be helpful to provide employees with the resources necessary to find lactation support in their community when needed. There are numerous organizations that can provide information on milk expression or pumping, and recommendations for ways to achieve the best work-life balance. See pages 36–37 of the Toolkit for additional resources.

CHAPTER 3

Additional Resources



ADDITIONAL RESOURCES: COLLABORATORS AND FUNDING SOURCES

Each community is unique, especially in regards to the types of resources available. While this list provides ideas for possible collaborators and funding sources to ensure lactation support on university or college campuses, it is by no means all-encompassing. Certain resources listed may not be available in your community and other available resources may not be listed.

Community Collaborators

- Breastfeeding/Chestfeeding/Lactating Coalitions and Committees
- International Lactation Consultant Association (ILCA)
www.ilca.org or 1-888-452-2478
- La Leche League USA
www.llusa.org/ or
International Helpline: 1-877-452-5324
- Local Hospitals & Clinics
- Local Health Departments
- Local Physicians and Health Care Professionals (OB/GYN's, Family Practitioners, Pediatricians)
- Pregnancy Resource Centers
- WIC Offices
www.fns.usda.gov/wic/wic-contacts

Campus Collaborators

Cultivating partnerships around campus will enable you to pool resources from varying areas and strengthen the effectiveness of your lactation support program. Seek out potential campus collaborators in the following offices:

- Health Sciences, Social Science, Nursing, or Nutrition/Dietetics Departments
- Health Services Department
- Military and Veterans Program
- Office of Human Resources
- Office of Student Engagement
- Equity and Inclusion Offices
- Non-Traditional Student Resource Offices
- Parenting Initiative or Student Parent Initiative Program
- Sexual Orientation and Gender Diversity Resource Center or LGBTQIA Office
- Women and Gender Resource Centers

Funding Sources

- External Grant Funding
- Foundation Office for donations from alumni and/or private donors
- International Lactation Consultant Association available at: www.ilca.org
- Government Grants available at: www.grants.gov/
- National Institute of Health available at: grants.nih.gov/grants/oer.htm
- Donations from local businesses and foundations
- University/College Funding
- Student Fees/Student Government
- University/College Lactation Support Program Budget
- Worksite Wellness Programs
- Internal Grant Funding
- Fundraising Events On-Campus and in the Community

ADDITIONAL RESOURCES: WOMEN'S AND GENDER RESOURCE CENTERS AND SERVICES

Women's and Gender Resource Centers serve a critical role in advocating for and holding the institution accountable for upholding access to necessary resources for students, staff and faculty. Additionally, Women's and Gender Resource Centers must be in compliance and must support institutional compliance with "laws, regulations, and policies that relate to their respective responsibilities" (WGPS CAS Standards and Guidelines, 2014). As referenced in the Current Laws and Policies section above, this includes the Patient Protection and Affordable Care Act, as well as Title IX Legislation, which prohibits discrimination against parenting students.

In addition to collaborating, supporting or spearheading lactation support resources and education on university and college campuses, Women's and Gender Resource Centers should provide access to lactation support in their physical location as well as education that supports normalizing the lactation experience. Actively creating safe, welcoming, inclusive facilities is a central function to achieve access and support for members of the campus community and should be thoughtful about specific functions of the facility that are needed for resource access including "appropriately equipped lactation spaces" (WGPS CAS Standards, 2014).

As noted in earlier sections, lactation support has been a political issue in the United States, including challenges breastfeeding/chestfeeding/lactating parents experience when re-entering professional or academic spaces as well as their right to breastfeed/chestfeed/lactate or express milk in public spaces without discrimination. The complex history and political nature of breastfeeding/chestfeeding/lactating, coupled with the challenges and discrimination faced by breastfeeding/chestfeeding/lactating parents, enters feminist spaces and creates charges for activism on-campus and in our communities to protect the rights of breastfeeding/chestfeeding/lactating parents. Central to Women's and Gender Resource Centers and Services is upholding access to resources and maintaining feminist approaches in programs, services and supervision. Women's and Gender Programs and Services "should [also] provide gender-related expertise, critique, and perspective on how institutional policies and practices address intersectionality [and] should provide technical assistance with the implementation and development of systems of accountability of the diversity, equity and access standard across all functional areas" (WGPS CAS Standards 2014).



ADDITIONAL LACTATION RESOURCES

General Lactation Resources

- American Academy of Pediatrics
<https://www.aap.org/en-us/advocacy-and-policy/aap-health-initiatives/Breastfeeding/Pages/default.aspx>
- Academy of Nutrition and Dietetics
www.eatright.org
- Centers for Disease Control and Prevention
www.cdc.gov/breastfeeding/index.htm
- La Leche League International
www.llli.org
- Office on Women's Health
www.womenshealth.gov/breastfeeding/index.html
- The Special Supplemental Program for Women, Infants, and Children (WIC)
www.fns.usda.gov/wic/women-infants-and-children-wic
- United States Breastfeeding Committee
www.usbreastfeeding.org/
- World Health Organization
www.who.int/topics/breastfeeding/en/

Lactation Support Within Underrepresented Groups

- American Civil Liberties Union
www.aclu.org
- National Women's Law Center
nwlc.org/
- The Pregnant Scholar
<https://thepregnantscholar.org/>
- U.S. Department of Health and Human Services Office of Minority Health
www.minorityhealth.hhs.gov

LGBTQIA Lactation Support

There is a notable lack of resources that have been specifically designed to support breastfeeding/chestfeeding/lactating among the Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQIA) community. Specifically, lactation support resources are extremely limited for trans* parents. Therefore trans* parents and support individuals depend upon the experiences of other trans* parents who utilize social media and online outlets to share breastfeeding/chestfeeding/lactating successes and obstacles, as well as advice and strategies. We have identified this as a significant gap in research and formalized support and encourage continued research in this area. Furthermore, consultation with local LGBTQIA support services within your campus or surrounding community is critical in developing inclusive lactation support on your campus. We also encourage you to utilize lived experiences of trans* parents available through blogs, articles, social media posts, etc. to guide your lactation support delivery.

- Inclusive Practice Provider, Diana West, IBCLC
dianawest.com/inclusive-practice/
- Resources for LGBTQIA Parents:
offbeathome.com/2012/10/trans-dad-breastfeeds-baby
radicaldoula.com/2012/09/11/breastfeeding-while-trans/
<http://www.milkjunkies.net/>
www.huffingtonpost.com/2014/11/19/breastfeeding-transgender-dad_n_6185888.html
www.out.com/news-commentary/2012/04/24/breastfeeding-dad-queer-adventures-nursing-ba
<https://www.facebook.com/groups/TransReproductiveSupport>

Lactation Military Policies

- Breastfeeding in Combat Boots
breastfeedingincombatboots.com/
- Army
phc.amedd.army.mil/topics/healthyliving/wh/Pages/BreastfeedingandBreastHealth.aspx
- Air Force
static.e-publishing.af.mil/production/1/af_sg/publication/afi44-102/afi44-102.pdf
- Coast Guard
<https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Civilian-Human-Resources-Diversity-and-Leadership-Directorate-CG-12/Civilian-HR/Leave/Nursing-Mothers/M>
- Marine Corps
www.marines.mil/Portals/59/Publications/MCO%205000.12E%20W%20CH%201-2.pdf
- Navy
https://www.public.navy.mil/bupers-npc/support/21st_Century_Sailor/ParenthoodPregnancy/Pages/Breastfeeding-in-the-Navy.aspx

Milk Banking

- Human Milk Banking Association of North America
www.hmbana.org/

ADDITIONAL RESOURCES: TERMINOLOGY

Lactation Support: refers to a combination of a positive, accepting attitude from peers, faculty, staff, and employers toward breastfeeding/chestfeeding/lactating, access to resources for breastfeeding/chestfeeding/lactating, and access to spaces for breastfeeding/chestfeeding/lactating individuals.

Chestfeeding: a term to include trans* men who provide human milk to their infants.

Gender Identity: The term “gender identity,” distinct from the term “sexual orientation,” refers to a person’s innate, deeply felt psychological identification as a man, woman or another gender, which may or may not correspond to the sex assigned to them at birth (i.e., the sex listed on their birth certificate).

Marginalization (and Social Exclusion): To place in a position of marginal (i.e. lesser) importance, influence or power. Situating a social group outside of the center. Social exclusion is the process in which individuals or entire communities of people are systematically blocked from (or denied full access to) various rights, opportunities and resources that are normally available to members of a different group, and which are fundamental to social integration within that particular group (e.g., civic engagement, democratic participation, due process, employment, healthcare, and housing.)

Parent: An individual who gives birth to, adopts, nurtures, or otherwise takes on a position of parenthood for another life.

Semi-Private: When semi-private is used in this toolkit, the authors are referring to a lactation station space that contains a privacy screen that is within a multi-user space (e.g. conference room) that has a lock on the door.

Trans*: an umbrella term that refers to all of the identities within the gender identity spectrum.

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