WELCOME PACKET

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Welcome to the EMPower Best Practices Initiative

The EMPower Best Practices initiative is designed to support hospitals by improving knowledge and skills in evidence-based practices supportive of optimal infant nutrition and delivery of equitable lactation care. This Welcome Packet describes the EMPower Best Practices training program, materials, and resources that will be available for trainers to plan and implement a sustainable, facility-specific competency-based learning event. By providing skills-based competency training on these practices, facilities can better ensure that related policies and procedures are implemented safely and equitably. The initiative is funded by the Centers of Disease Control and Prevention's Division of Nutrition, Physical Activity, and Obesity (CDC/DNPAO).

EMPower Project Partners

EMPower Best Practices initiative is led by Abt Associates (Abt). Core partners of the initiative include Carolina Global Breastfeeding Institute (CGBI) and Population Health Improvement Partners (Improvement Partners).

Abt Associates is a mission-driven global leader in research and program implementation of health, social and environmental policy, and international development.
- Concentration in maternal and child health (MCH), peer-to peer learning networks, and program management.
- Long history of supporting MCH quality improvement (QI) initiatives through collaborative learning networks, provision of training and technical assistance, and evaluation.

ROLE: Serve as a partner with CGBI and Improvement Partners to lead the EMPower Best Practices initiative.

Carolina Global Breastfeeding Institute's vision is a world where all mothers can give every child the best start in life through optimal breastfeeding and related reproductive health, including adequate birth spacing and healthy birth practices.
- Experience providing technical assistance on the Ten Steps to Successful Breastfeeding and related issues:
  - *Breastfeeding-Friendly Healthcare (BFHC) Project*
  - *National Collaborative for Advancing the Ten Steps (NCATS)*
  - *ENRICH Carolinas*
  - *Couplet Care Bassinet™*

ROLE: Serve as breastfeeding experts for the EMPower Best Practices initiative.

Population Health Improvement Partners is a national leader in quality improvement (QI). We

- Collaborate with local, state and national partners to transform systems to improve health outcomes,
- Support teams to learn and improve,
- Use data and stories to drive change, and
- Center equity in all improvement efforts.

ROLE: Serve as QI experts to support facility implementation and improvement efforts.

A list of project staff and contact information can be found in Appendix A.

Project Goals and Commitments

Facilities participating in EMPower Best Practices will commit to:

- Training all labor and delivery, post-partum and newborn nursing staff (minimum of 80%) with the EMPower Best Practices training program and materials within a 12- to 18-month period, and
- Tracking completion of training targets and implementation measures.

## EMPower Best Practices Training Approach

The initiative will use a Training of Trainers (ToT) model to ensure facility trainers are prepared to:

- Develop training plans
- Utilize available training materials and resources
- Implement data collection methods and tools to track progress
- Obtain or refine skills necessary to implement the training within their facilities

The Training of Trainers sessions will be held virtually. This will consist of monthly webinars and three weekly skills training sessions during the onboarding process. Facilities should plan for at least 3 staff members from each facility to attend these ToT sessions to ensure sustainability (two staff members will be accepted for smaller hospitals). More guidance about the ToT approach can be found in the Timeline of Events and Technical Assistance section.

Curriculum Design

Fully competent staff can demonstrate that they possess the knowledge, skills and attitudes necessary to safely and compassionately deliver care and support to all childbearing populations, newborns and families within the context of the Ten Steps to Successful Breastfeeding. Well-constructed learning outcomes are designed to ensure that staff gain an understanding of what to do (knowledge); how to apply their knowledge (skills); and when to apply their skills within an appropriate ethical framework using that knowledge (attitudes and behavior).
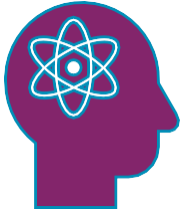
Knowledge

The theoretical or practical
understanding of a subject gained through
formal education or practical experiences

Skills

Abilities, which include cognitive, communication,
interpersonal and problem-solving techniques, to properly perform a job

Attitudes

Our behavior and the way we act
toward ourselves and others

Step 2 of the Ten Steps to Successful Breastfeeding requires that staff have sufficient knowledge, competence and skills to support lactation. For facilities to be fully compliant with the Baby-Friendly Hospital Initiative guidelines for Step 2, health care staff should complete comprehensive training related to each of the Ten Steps to Successful Breastfeeding, resulting in clinical competence.

EMPower Best Practices is intended for any birthing facility regardless of their intention to seek or maintain a Baby-Friendly designation. Our program, when completed in full, prepares a birthing facility to be fully compliant with the new evaluation criteria for Step 2 in the recently released update to the Baby-Friendly Guidelines and Criteria Sixth Edition (which goes into effect for assessments after June 2023). However, our program is still a valuable effort even if a birthing facility does not intend to pursue or maintain a Baby-Friendly designation, as it is based on the most up-to-date evidence-based guidance from the WHO relating to training staff at birthing facilities.

The EMPower Best Practices training curriculum and materials were designed using:

- The Baby-Friendly Hospital Initiative Guidelines and Evaluation Criteria Sixth Edition
- WHO Implementation Guidance
- WHO Competency Verification Toolkit

The Baby-Friendly Hospital Initiative identifies 7 domains and 16 competencies necessary for implementing the Ten Steps to Successful Breastfeeding. Each of the 16 competencies have related performance indicators to document that staff have acquired the necessary skills. The performance indicators are measurable statements that describe the specific capabilities of the direct care provider related to each competency. There are 70 performance indicators identified by Baby-Friendly USA. The EMPower Best Practices training program was developed to ensure that staff have the knowledge, skills and attitudes necessary to meet all performance indicators.

The curriculum is organized according to each of the Ten Steps to Successful Breastfeeding. Each step has several related performance indicators. The Baby-Friendly Guidelines and Evaluation Criteria Appendix C2 provides a comprehensive

outline of all performance indicators listed by step and/or domain and competency. That appendix also outlines which performance indicators can be met by didactic training and which should be verified by observation. See the excerpt (Figure 1) below for an example.

Figure 1. The Baby-Friendly Hospital Initiative Guidelines and Evaluation Criteria Sixth Edition Appendix C2

APPENDIX C2: PERFORMANCE INDICATORS TO MEASURE COMPETENCY – SORTED BY STEP	
TEN STEPS TO SUCCESSFUL BREASTFEEDING (All performance indicators apply to direct care staff. Specific performance indicators for which knowledge competency applies to direct care providers are marked with an ')	**VERIFICATION METHOD**
STEP 1A. COMPLY FULLY WITH THE INTERNATIONAL CODE OF MARKETING OF BREAST-MILK SUBSTITUTES AND RELEVANT WORLD HEALTH ASSEMBLY RESOLUTIONS. (COMPETENCY 01)	
'1. **List** at least 3 products that are covered by the Code.	Question or case study
'2. **Describe** at least 3 ways a direct care provider/direct care staff protects breastfeeding in practice.	Question or case study
'3. **Describe** at least 1 way a direct care provider/direct care staff should respond if offered information provided by manufacturers and/or distributors of products within the scope of the Code.	Question or case study
'4. **Describe** at least 1 type of financial or material inducement that might be offered to a direct care provider/direct care staff by a manufacturer and/or distributor of products within the scope of the Code.	Question or case study
'5. **Describe** at least 1 harm of a direct care provider/direct care staff accepting financial or material inducements.	Question or case study
'6. **Explain** at least 2 ways that the facility ensures that there is no promotion of infant formula, feeding bottles, or teats in any part of facilities providing maternity and newborn services, or by any of the direct care providers.	Question or case study
STEP 1B. HAVE A WRITTEN INFANT FEEDING POLICY THAT IS ROUTINELY COMMUNICATED TO STAFF AND PARENTS. (COMPETENCY 02)	
'7. **Describe** at least 2 elements that are in the facility's infant feeding policy.	Question or case study
'8. **Explain** at least 3 ways that the infant feeding policy affects a direct care provider's/direct care staff member's work in *providing safe, equitable and appropriate care*.	Question or case study
STEP 1C. ESTABLISH ONGOING MONITORING AND DATA-MANAGEMENT SYSTEMS. (COMPETENCY 02)	
'9. **Explain** at least 2 reasons why monitoring of hospital practices is important to ensure quality of care.	Question or case study
'10. **Explain** at least 2 ways practices are monitored in this facility.	Question or case study
STEP 2. ENSURE THAT STAFF HAVE SUFFICIENT KNOWLEDGE, COMPETENCE AND SKILLS TO SUPPORT BREASTFEEDING. (FOUNDATIONAL SKILLS APPLYING TO ALL STEPS. (COMPETENCY 03 AND 04)	
'11. **Demonstrate** at least 3 aspects of listening and learning skills when talking with a mother.	Observation
'12. **Demonstrate** at least 3 ways to adapt communication style and content when talking with a mother.	Observation
'13. **Demonstrate** at least 2 ways to encourage a mother to share her views, taking time to understand and consider these views.	Observation
'14. **Demonstrate** at least 3 aspects of building confidence and giving support when talking with a mother.	Observation

THE BABY-FRIENDLY HOSPITAL INITIATIVE | SIXTH EDITION | Baby-Friendly USA, Inc. | APPENDIX C2   100

Source: The Baby-Friendly Hospital Initiative Guidelines and Evaluation Criteria Sixth Edition

EMPower Best Practices covers all Baby-Friendly Step 2 performance indicators

- The EMPower Best Practices eLearning Course covers performance indicators verified by "Question or case study."
- Clinical observation/skills fair/simulation lab covers performance indicators verified by "Observation" (where the trainer can directly observe staff demonstrating the indicated skill).

Documenting Competency Verification

- It is important to keep comprehensive records of competency verification throughout your training progression.
- EMPower Best Practices offers a Competency Verification Documentation Template* to be used by trainers to document staff performance and verify competence during training.
- ***Note**: There is a trainer version of the form to guide trainers through competency verification during learning events. The learner version of this form should be completed once competency is verified and kept in their employee file.

Support from EMPower Best Practices

Technical Assistance

Each facility will be assigned a coaching dyad for the duration of participation in the initiative. The dyad will consist of one breastfeeding coach and one quality improvement coach. This unique approach of consistent individualized coaching will best support facilities' individual situations and progress. Coaching dyads will work together with facility teams to provide tailored, timely technical assistance aimed at moving facilities toward training targets and project goals. Table 1 outlines the support and role of each coach in the coaching dyad.

Table 1. Coaching Roles

Breastfeeding Coach	Quality Improvement Coach
Breastfeeding coaches can offer the following tasks/activities: • Virtual coaching with focus on current birthing, lactation and training practices • Assistance with training and education plans with input from QI coach • Ongoing technical assistance during coaching calls and via email for breastfeeding practice issues • Sharing of breastfeeding best practices • Assessment of teams' progress	Quality Improvement coaches can offer the following tasks/activities: • Virtual coaching with focus on implementation and project management • Tailoring of the EMPower Best Practices Training Plan for your hospital, with input from breastfeeding coach • Ongoing technical assistance during coaching calls and via email for change management or process issues • Review of training progress and measures data with input from breastfeeding coach • Sharing of QI and change management best practices • Assessment of teams' progress

Training Materials

EMPower Best Practices provides facilities with comprehensive training materials to create a sustainable, comprehensive skills-based training program. Table 2 describes each of the materials that facilities will have access to for developing and implementing their training plan.

Table 2. EMPower Best Practices Training Materials

Training Material	Description	Target Audience	How to Access
EMPower Best Practices Training Planner	Contains information and tools needed to plan and implement a comprehensive competency-based staff training process within your facility.	Facility-based trainers/ training team	Log in to the EMPower Best Practices resource sharing platform.
EMPower Best Practices eLearning Course	Assists staff in gaining the insights and knowledge to adequately respond to clinical situations. The eLearning course is divided into each step of the Ten Steps to Successful Breastfeeding. The course consists of didactic information, self-study, interactive learning activities such as scenario responses and knowledge assessment (quizzes). The eLearning course will satisfy all of the performance indicators that can be met by "Question or Case Study."	Learners/ facility staff ***Note:** Facility-based trainers will complete as part of the ToT Skills Sessions (for foundational knowledge)	EMPower will release access to the eLearning course once the Training of Trainers Skills Training series/ phase is underway. Facilities can choose to access the course via web or integrate into their online educational platform or learning management system (LMS).
EMPower Best Practices Self-Reflection Workbook	Learners will be required to use this workbook while progressing through the EMPower Best Practices eLearning course. Use the workbook to jot down key reactions, thoughts and responses to share back with your trainer, mentors and peers during planned learning events. There are no "right" or "wrong" answers. This is to guide further exploration, conversations and learning.	Learners/ facility staff ***Note:** Facility-based trainers will complete as part of the ToT Skills Sessions	Log in to the EMPower Best Practices resource sharing platform.
EMPower Best Practices Training Tracker (Measures Tool)	This is an Excel file that allows trainers to track staff eLearning completion/skills competency verification and to see their progress in training staff. In addition, there will be space to track EMPower measures that show the effects of training over time.	Facility-based trainers/ training team	Log in to the EMPower Best Practices resource sharing platform to download a copy to be used at your facility. ***Note**: Once you enter staff names into the spreadsheet, you must retain this file at your facility. We are not allowed to receive a file with staff names, so please do not post it on the sharing platform or email it to your coaches.

Training Evaluation

Facilities will be provided with tools and resources to assess staff responses to the training and whether the training resulted in learning or behavior change. In addition, tools will be provided to assess whether breastfeeding rates and patient experience are equitably improving as a result of the training. These tools will be shared as training teams progress through the onboarding and ToT phases.

EMPower Best Practices Platform

Trainers and team members will be given access to a virtual platform for communication and resource sharing. Here, teams will find organized folders of important documents and resources. Facilities will be expected to access the platform to obtain the most up-to-date project materials, submit any necessary documents, and potentially participate in online discussion and resource sharing, if desired, with other participating facilities.

Timeline of Events and Ongoing Technical Assistance Activities

Facilities will be expected to attend virtual events hosted by the EMPower team. Virtual events will orient trainers and teams to the EMPower Best Practices resources and materials and train trainers on the skills needed to use and implement these resources. These events will also foster collaborative learning between facilities.

Onboarding and Training of Trainers Events

Facilities will be moved through a phased onboarding and ToT process in the initial months of participation. The visuals below provide anticipated timeframes for each phase (Figure 2) and basic information about what to expect within each phase (Table 3). Facility cohort assignments and membership will depend on facility readiness to begin this process.

Figure 2. Anticipated Timeline for 2021 and 2022 Training of Trainers*

2021 Cohort:

| Orientation & Getting Started Dec 2021/ Jan 2022 | Fundamentals of Equitable Care March 2022 | Measures of Success April 2022 | Skills Training May / June 2022 | Implementation Planning July / Aug 2022 | Implementation Aug 2022 – Aug 2024 |

2022 Cohort:

| Orientation & Getting Started May/June 2022 | Fundamentals of Equitable Care Jul/Aug 2022 | Measures of Success Sep 2022 | Skills Training Oct 2022 | Implementation Planning Nov/Dec 2023 | Implementation Jan 2023 – Aug 2024 |

**Timelines subject to change

Table 3. What to Expect within Each Phase of the Training of Trainers Process

Phase	Main Virtual Event	Materials Provided	Monthly Call Topic	Homework/Facility Activities
Orientation & Getting Started	90-min webinar	Pre-Webinar: Welcome Packet Post-Webinar: Training Planner, EMPower Best Practices Platform	Using the Training Planner and Forming a Team	Pre-Work: 1. Review Welcome Packet 2. Begin forming Training Team Post-Webinar Homework: 1. Log in to EMPower Best Practices Platform 2. Review Training Planner 3. Complete Getting Started Section of Training Planner
Fundamentals of Equitable Care	90-120-min webinar	Safe and Equitable Lactation Care Practices Self-Assessment Tool	Equitable Care, Self-Assessment Tool & Patient Experience Feedback	1. Self-Assessment Tool & Patient Experience Feedback 2. Complete Fundamentals of Equitable Care Section of Training Planner
Measures of Success	90-min webinar	Baseline Data Collection materials Measures Guide	Baseline data collection: observations, EHR reports	1. Review Measures Guide 2. Complete Measures of Success Section of Training Planner 3. Begin initial data collection
Competency Skills Training	3-hour training sessions held weekly for facility trainers over 3 weeks, and one 90 min webinar the following month	EMPower Best Practices eLearning Course EMPower Best Practices Self-Reflection Workbook	eLearning Course and training implementation and tracking	1. Trainers complete eLearning Course 2. Complete other actions outlined by coaches (actions will be announced at the conclusion of each Skills Training Session)
Implementation Planning	90-min webinar	By this phase, facility trainers will have been oriented and trained on all EMPower Best Practices resources	Training implementation	1. Completion of Training Planner by indicated deadline (TBA)
Implementation	Periodic special topic webinars Monthly cohort calls throughout duration of initiative	By this phase, facilities will be implementing and utilizing all EMPower Best Practices resources. Additional resources may be developed as requested by facilities or based upon facility or project needs.	Topics TBD by coaches, informed by facility needs and technical assistance themes	1. Ongoing implementation of training plans 2. Ongoing data collection and reporting

Implementation of Training, Ongoing Technical Assistance Activities

After the final implementation planning phase, facilities will have had the opportunity to finalize their training planner and meet with their coaches. They can then move toward implementing training plans within their facility.

Technical assistance opportunities will continue throughout the initiative in the following ways:

- Monthly Group Calls and Events — information and interactive events hosted and held at least monthly by the EMPower team. Facility participation is expected, and attendance will be monitored during these virtual events.

- Individualized and Just-in-time Technical Assistance — facilities can email coaches questions or request a time to meet individually as needed.

Next Steps

We look forward to working with all EMPower Best Practices facilities!

Here are some initial next steps to get your facility started:

- ☐ Complete and return the Site Agreement Form to Abt Associates.
  - You will be sent a link through DocuSign to review and complete the Site Agreement Form.

- ☐ Plan for at least 3 team members to attend the Orientation Webinar on 4/28/2022 at 3pm EST.
  - This webinar will kick off the Orientation phase of the project:
    - o **Suggested attendees** could be potential trainers or members of your training team who could include facility management/leadership, unit or childbirth educators, lactation consultants and staff (this list is not all inclusive).

- ☐ Begin thinking about assembling your training team. Appendix B gives guidance about team member considerations, roles and responsibilities.

Appendix A. Project Team and Contacts

Abt Associates

Name	Title	Contact
Cynthia Klein, PhD	Project Director/Principal Associate	cynthia_klein@abtassoc.com
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Carolina Global Breastfeeding Institute (CGBI)

Name	Title	Contact
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Robert A. Poarch	Communications Specialist	rpoarch@unc.edu
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Chris Masterman, MSN, RN, IBCLC	Healthcare Technical Expert, Breastfeeding Coach	cmasterman@unc.edu

Population Health Improvement Partners (PHIP)

Name	Title	Contact
Trissa Torres, MD, MSPH, FACPM	Executive Director	ttorres@improvepartners.org
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Appendix B. Team Member Roles and Responsibilities

We strongly recommend that facilities consider a team approach to execute this training model. We describe the recommended team roles below. Your team will likely not have a different person for each of these roles, but rather one person may fill more than one role. However, we do not recommend that one person fulfills *all* team roles identified below. This will ensure sustainability, distribute workload among individuals and maximize resources. Recommendations on how to form teams and divide work are included in the table below and are intended as suggestions only. Facilities should develop their training team within the capacity of their own unique culture.

Below are the recommended team roles for EMPower Best Practices:

Equity Champion(s)*

Responsibilities	Needed Skill Set	Examples of Who May Fill the Role
• Internally coaches and guides diversity, equity and inclusion concepts and efforts to either trainers or learners, or both	• Experience or completion of intensive diversity, equity, inclusion (DEI) training • Open minded and compassionate • Practices humility, patient-centered and respectful care no matter the circumstances	• Facility based Diversity, Equity and Inclusion Department Staff • Culture carriers or influential leaders in department (even if informal leader) • Staff members who are exceptionally open to new ideas and learning

*Note: When selecting individuals to fill the Equity Champion role, we caution you to NOT default to people of color in your facility or department.

Team Lead

Responsibilities	Needed Skill Set	Examples of Who May Fill the Role
• Facilitate training plan implementation • Develop training team and task force • Assign roles/responsibilities • Communicate expectations and coordination of overall efforts • Hold team members accountable • Serve as point of contact for hospital senior leadership, unit leadership or similar position to provide updates on progress • Maintains staff training log/record	• Experience in project management/leadership • Good organizational skills • Strong in motivating and inspiring peers • Good communication skills	• Nursing unit managers and directors • Clinical coordinators • Lead lactation consultants • Clinical nurse specialists

Trainer(s)

When determining the number of trainers, facilities should consider staff size and training model. Consider adult learning ratio suggestions for guidance. Also consider previous training efforts for staff competency and skills verification and what worked best in the past. In addition, recognize that pandemic restrictions could impact class size, the type of learning event and number of sessions offered.

In addition, while specialized lactation training and clinical experience is recommended, trainers are not required to be professionals in lactation care such as international board-certified lactation consultants (IBCLCs).

Responsibilities	Needed Skill Set	Examples of Who May Fill the Role
• Develop and facilitate training sessions • Teach and mentor maternity care staff in skills outlined in training plan • Validate competency of knowledge and skills	• Strong in motivating and inspiring peers • Good communication skills • Experience and/or competence in adult/staff education • Experience in caring for or working with prenatal, postpartum, perinatal women and newborn infants • Experience and/or training as a lactation educator, counselor or consultant	• Lactation consultants • Staff educators • Childbirth educators • Nursing unit managers • Staff nurses • Peer counselors • Nursing students • Lactation students

Education Event Coordinator

Responsibilities	Needed Skill Set	Examples of Who May Fill the Role

• Coordinate training events (e.g., skills labs/ fairs, simulation labs, workshops, etc.)
• Collaborate with Trainers/ Team for training plan development
• Tasks related to event planning:
  • Reserve training space
  • Print training materials
  • Advertise/ communicate training events details to staff (flyers, emails, etc.)
  • Compile needed training supplies (baby dolls, breast models, etc.)
• Put a "creative touch" into planned training events….make training "fun"
	• Experience with event planning
	• Good organizational skills
	• Enjoy being creative
	• Good at motivating and inspiring
	• Experience and/or competence in adult/ staff education
		• Staff Educators
		• Childbirth Educators
		• Marketing, or
		• Anyone who enjoys event planning and being creative!

Training Tracker/Data Collector

Responsibilities	Needed Skill Set	Examples of Who May Fill the Role
• Track competency validation of each maternity care staff member and report to EMPower Best Practices • Organize training attendance and documentation of completion • Utilize recommended EMPower Best Practices materials • Report Training completion to hospital senior leadership, unit leadership, staff and/or similar position to provide updates on progress	• Experience with collection of data • Good organization skills • Knowledge in Excel and other computer technology systems	• Staff educators • Quality improvement experts • Nursing unit managers • Nursing directors • Clinical nurse specialists • Lactation consultants

Senior Leader

The Senior Leader is the "highest level" member of your team. They will act as a sponsor to your training program and will play a key role in promoting your program and advocating for your training team. Senior Leaders are usually not a day-to-day member of your training team, but instead are ad-hoc members who are pulled in on a need-be basis.

Responsibilities	Needed Skill Set	Examples of Who May Fill the Role
• Early in project meets with team lead to clarify objectives and expectations • Communicates importance of the training program to staff by connecting it to the facility's overall mission • Provides resources, as needed, including staff time and financial support • Approves project metrics and reviews measures on a regular basis to ensure progress • Assists in identifying and removing barriers • Evaluates project success upon completion	• Strong in motivating and inspiring staff • Strong connections with stakeholders • Ability to allocate resources to the training initiative, as needed • Knowledge of the hospital's mission and values • Good communication skills	• Hospital CEO • Unit director

Physician Champion

Responsibilities	Needed Skill Set	Examples of Who May Fill the Role
• Help with gaining buy-in for the training and subsequent changes to practice • Provide clinic guidance	• Influential amongst peers • Communicative and collaborative	• Consider someone from maternal care and someone from pediatric care

Patient or Community Champion

Responsibilities	Needed Skill Set	Examples of Who May Fill the Role
• Provide input to ensure that training results in patient and family-centered care • Assist with ensuring training appropriateness for all populations	• Communicative and collaborative • Connection to populations served within the community	• Parent support group leaders or liaisons • Parents recently receiving care by the facility

Other Roles

- **Learning Management System (LMS) Contact.** You will have the option of loading the EMPower Best Practices eLearning course into your learning management system to better share and track module completion. We will provide more details about this during the Training of Trainers, and it will be helpful to know who can assist with this within your facility.

- **EHR contact / IT support.** As we will be looking at EHR report data in this project, it is helpful to know who you can go to request an EHR report. We will provide more details about what the report should include during the Training of Trainers.