Overcoming Resistance

Anna Mueller, RN, MA, IBCLC
Dana Rae Barr, MD, IBCLC
Objectives

- Describe how to address resistance about the Baby-Friendly Hospital Initiative
- Name three strategies to help staff understand and accept the changes associated with the Baby-Friendly Hospital Initiative
  - Physicians
  - Administration
  - Nurses

* Disclaimer — there is no magic wand
For most facilities, providing the type of care that support these initiatives will require at least some \textit{change}...some big and some small.

The physician, the administrator, the lactation consultant, the bedside nurse, the patient care tech, the family of the patient, and last, but not least, the patient will face \textit{change}.
Change

• This change, for the healthcare provider, will include changes in not only behavior, but belief and attitudes.

• The change for the new mother and her family members will also challenge how they have expected their care to be delivered.

• A change of this magnitude is always hard.
Eight Step To Change

Create a new culture
Don’t let up—Be relentless
Short-term wins
Empower others
Understanding & buy-in
Develop a change vision & strategy
Build the guiding team
Create sense of urgency

J. Kotter 2008
Create A Sense Of Urgency

- Know your audience
- Motivation
- What is in it for me?
- Appeal to patient centered care
- Competitive market...who will be the next MN hospital to become Baby Friendly
Strategy For Administration

• Meet face to face
• Be concise & objective
• SMART-use management speak
  – Specific, measurable, attainable, realistic and timely
• Engage—early and often, keep momentum going
• Make them think they thought of it
How can we get our hospitals to buy into the Baby Friendly Hospital Initiative?

Approach hospital administration with a strategic plan. Use...

- Quality Improvement
- Evidence-Based Medicine
- Surgeon General’s Call to Action
- MN Commissioner of Health Call to Action
- mPinc Data
- Healthy People 2020 Goals
  - Minnesota did not achieve Healthy People 2010 goals 😞
- New Joint Commission Perinatal Core Measures
- “Best Practice” Model of Care
- Patient outcomes data (mom and baby)
- Patient satisfaction
- Economics (health care dollars saved by improving health)
- Marketing
Strategy for Staff Nurses

- Consistent accurate information (evidence based medicine)
- Paradigm shift
- Dispel myths about Baby Friendly Hospital Initiative
- Dialogue about reasons for changes
- Commitment statement
  - Audits
  - Individualized feedback
  - Coaching
  - Discipline
Strategy For Physicians

- Present as Best Practice, Evidence Based Medicine
- Present the evidence over and over and over....
- Stick to the facts-has nothing to do with personal experiences
- Dispel myths
- Make accountable to leaders-carrot versus stick
- Promote patient centered care
- Free CME
- Part of credentialing
- Bring in expert “from the outside”
Lessons Learned

• Meet with all involved staff and explain the what and why “this is an institutional initiative”
• Call to Action from Leadership LOUD AND CLEAR from the very beginning and along the way as needed
• Get rid of “opt out” thinking
• Need to be a team, some groups need a little more work than others!

Some Lessons Can’t Be Taught. They Simply Have to Be Learned.

-Jodi Firealt

The Birth Center
Hennepin County Medical Center
Conclusion

• There is no one approach that works for everyone
• Need **BOLD** leadership and continual communication about GOAL
• Not just about breastfeeding
• Improving quality of care for moms and babies
• Although the journey is uphill and bumpy...keep your eyes on the prize

*Be the Change*