

Overcoming Resistance

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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*



Change



- For most facilities, providing the type of care that support these initiatives will require at least some **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 **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



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!



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

