

Breastfeeding Strategic Plan 2008-2013

Benefits of Breastfeeding

Human milk is the biologically normal food for infants and young children. Its protective effects are generally accepted as dose-related, where increased duration of breastfeeding provides health benefits long after nursing has ended.

Higher breastfeeding rates correlate to lower health care costs and reduction of chronic disease. Antibodies in breastmilk provide protection from bacteria and viruses. Studies show that babies who are not exclusively breastfed for 6 months are more likely to develop a wide range of infectious diseases including ear infections, diarrhea, respiratory illnesses and have more hospitalizations. Infants who are not breastfed have a 21% higher mortality rate in the U.S.

Beyond infancy, incidence of diabetes, childhood cancers and obesity are reduced long after breastfeeding has ended. Adults who were breastfed in infancy show reduced risk of hypertension, stroke, heart disease and autoimmune disorders.

Maternal diabetes control, reproductive cancers, breast cancer and osteoporosis are reduced by breastfeeding. Breastfeeding mothers burn more calories postpartum, reducing the chance of obesity. The occurrence of multiple sclerosis is also reduced in women who breastfed.

Chronic disease prevention must be the model for health care practitioners to follow. Clearly, breastfeeding is a key factor in reducing the rates of chronic disease.

Breastfeeding in Arizona

The state of Arizona encourages breastfeeding in support of the Healthy People 2010 goals. Healthy People 2010 set goals of 75% initiation for breastfeeding with 50% continuing to breastfeed at six months of age. In 2004 in Arizona, 83.5% of mothers began breastfeeding, 46.5% of mothers breastfed their children. Only 14.3% were exclusively breastfeeding at 6 months, as recommended by the American Academy of Pediatrics.

The reasons why mothers stop breastfeeding range from lack of support from family members, pain, returning to work and recommendations from health professionals. This plan seeks to address those barriers to continued breastfeeding.

Breastfeeding is a low-cost intervention to improve the lifelong health of Arizonans. Many of our health care practices focus on disease treatment. We must shift that paradigm to improve the health of Arizonans.

Strategic Areas

Client and Family

Mobilizing Staff

Health Provider Outreach/Community Partnerships

Public Awareness

Project Descriptions

Client and Family:

The Arizona Department of Health Services Breastfeeding Program will begin with a focus on revitalizing breastfeeding materials currently distributed to clients at their appointments. Focus groups held in the Fall of 2007 indicated that participants would view receiving a book instead of pamphlets as desirable and a way to receive a more comprehensive overview of breastfeeding as well as tips and pictures.

In order to stay current with breastfeeding trends and concerns as determined by the frequency of calls to the hotline and local agency input, quarterly breastfeeding education waves will be developed and distributed. Each wave packet will include, at minimum, a staff education and a topic specific bookmark that can be given to the client to include with their books.

A Breastfeeding Education Protocol will be developed and implemented statewide. This will enable clients to move between WIC clinics and receive consistent breastfeeding messages.

The Arizona Department of Health Services Breastfeeding Committee will develop and maintain a Statewide Breastfeeding Resource and Referral List in order to maximize the breastfeeding resources available in the communities. The list will be available through the Arizona WIC website and the Arizona WIC Breastfeeding Program website.

The Arizona Pregnancy and Breastfeeding Hotline will continue to provide 24 hour lactation support services. The contractor will continue to provide monthly reports to Arizona Department of Health Services. These reports will be used to help identify potential barriers in increasing the amount of time clients are able to breastfeed. To market the services of the hotline, ADHS will continue to supply marketing materials to local agencies, hospitals, lactation consultants, and physicians.

The Arizona Department of Health Services Breastfeeding Committee will develop a protocol for reviewing breastfeeding Web sites. The tool and a comprehensive list of reputable breastfeeding websites will be available through the Arizona WIC website and the Arizona WIC Breastfeeding Program website.

Since Peer Counselor Programs have proven to increase duration and USDA has developed a comprehensive training program, the Arizona WIC Program provide the training to all staff. Upon completion of the training, each local agency will designate one staff member to serve as the Peer Counselor for the clinic. This person will work with mothers by working with them one-on-one and referring them to applicable outside resources.

As resources come available, the Arizona Department of Health Services Breastfeeding Committee will develop a breastfeeding incentive program. The committee will use information obtained during the 2007 focus groups, their knowledge of their clients, and the available budget to tailor an incentive program that help the client achieve her breastfeeding goals.

Mobilizing Staff:

In order to assure that the Arizona WIC Program clients are getting quality and consistent breastfeeding education, the Arizona Department of Health Services Breastfeeding Committee will incorporate a breastfeeding component into all WIC University courses.

Due to the vast amount of material that a new employee is required to learn, “Introduction to Breastfeeding” module will be developed/modified for Local Agency Breastfeeding Coordinators. This module will allow for the Local Agency Breastfeeding Coordinator to introduce the new employee to breastfeeding basics at a pace that is suitable for the employee and agency. It will also be the responsibility of the Local Agency Breastfeeding Coordinators to observe the employee discussing breastfeeding with a client to assess further training needs.

Since breastfeeding is one of the WIC programs core education topics and resources for breastfeeding information are hard to find, it is imperative that WIC staff be properly trained in breastfeeding and be able to discuss it appropriately. WIC Staff should attend at least one (1) 40 hour Breastfeeding course within one (1) year of completing probation. In order to stay current on breastfeeding research and education, it is also recommended that WIC staff attend at least one (1) 40 hour Breastfeeding course every three (3) years. This can be achieved through a classroom-style or an on-line course. Arizona Department of Health Services Breastfeeding Committee will continue to provide information on upcoming courses and will provide scholarships when resources are available.

The Arizona WIC Program staff is trained in breastfeeding but there are times that the staff will encounter situations that are beyond their scope of knowledge or comfort area. They will then need to have someone to refer the client to. Often times those resources are either not readily available or are cost prohibitive, so the responsibility falls back on to the WIC Program. Ideally, all local agencies will have an International Board Certified Lactation Consultant on staff but if that is not possible one should be on contract to provide the service.

As with all topics related to health, it is important that the Arizona WIC Program and their partners remain current on breastfeeding trends and research. To achieve this and keep breastfeeding in the forefront of the mind of the staff, quarterly in-services will be provided for WIC staff and their community partners. Experts in the field of lactation will be brought into Phoenix and Tucson to speak to the lactation community and provide an opportunity for local agency staff to collaborate with their counterparts at the hospitals, community organizations, and private organizations.

In-services will be a time to celebrate the successes of the Arizona WIC Breastfeeding Program and Community Partners that make a difference. Nominations will be held six (6) weeks prior to the event and announced at the in-service.

To assist in local Breastfeeding Coordinators in providing breastfeeding continuing education to the local agency staff, a semi-annual train the trainer will be held in Phoenix and will be facilitated by the Arizona Department of Health Services. Participants will receive at minimum 6 modules that can be used during the breastfeeding education portion of the local agency end of month in-services or at dedicated breastfeeding training.

In order to facilitate communication between Arizona WIC Breastfeeding Coordinators, the Arizona Department of Health Services will host monthly phone calls that will allow participants to problem solve or share successes with each other.

The Local Agency WIC clinics will be supplied with creditable and timely breastfeeding resources. A protocol will be developed by the Arizona WIC Program Breastfeeding Committee. The protocol will be used on an annual basis to assess if additional and/or updated resources are needed in the clinics. These resources will be used by the staff to assist clients in overcoming barriers that they may encounter to reaching their breastfeeding goal.

To alleviate some of the administrative responsibilities of managing a breast pump program, Pump Management Software will be assessed for feasibility with the current computer system. If the software is an acceptable possibility then the Arizona Department of Health Services Breastfeeding Committee will develop a protocol to assess commercially available software. Once software has been chosen, the committee will look for available resources and develop a priority system for implementation.

Health Provider Outreach/Community Partnerships:

Statistics have shown that most women cease breastfeeding between hospital discharge and their first appointment for the baby with WIC. The women who participated in the focus groups identified the lack of breastfeeding resources in the community as one of the top reasons for not reaching their breastfeeding goal. They felt that their doctors discouraged breastfeeding and offered formula as the fix instead of a referral to WIC or a lactation consultant. In order to address these concerns the Arizona Department of Health Services Breastfeeding Committee will use its resources to educate the doctors and the medical community on the importance of breastfeeding and the breastfeeding services that WIC provides.

The Arizona Department of Health Services Breastfeeding Committee will work with hospitals that are concerned about the number of women stopping breastfeeding after discharge and the Arizona WIC Program to develop a communication system. The communication system will enable the clients that participate in WIC and deliver at the designated hospital to receive early and consistent breastfeeding support. This process will begin as a pilot.

The Arizona Department of Health Services Breastfeeding Program will offer Arizona Hospitals something that a woman would want to include in their discharge bags. The item will include the Arizona Department of Health Services Pregnancy and Breastfeeding Hotline.

Doctors and the medical community will receive a provider packet with information related to breastfeeding and the WIC Program. They will also be eligible to receive the breastfeeding education wave that will be available quarterly through the Arizona Department of Health Services.

In order to facilitate the relationship with the local WIC program and the medical community, the Arizona Department of Health Services Breastfeeding Committee will develop a presentation that can be used by Local Agency Breastfeeding Coordinators and their community partners to promote their program and the importance of breastfeeding.

Once a relationship has been established with the medical community, the Arizona Department of Health Services Breastfeeding Committee will look into providing the medical offices additional promotional items that can be giving to their clients or placed in the waiting room/exam room.

Upon implementation of the outreach program to the medical community, the Arizona Department of Health Services Breastfeeding Committee will ask for nominations for members in their medical community that have made changes in their practices that favor breastfeeding.

The Arizona Department of Health Breastfeeding Committee will work with community partners to research the possibility of establishing a milk depository in Arizona for women who have an abundance of milk available and no formal means to donate it. While this research is being conducted, Arizona WIC Breastfeeding Program will develop a tool that includes safe milk storage practices, milk depositories in other states, and regulations for donating milk.

The Arizona Department of Health Services Breastfeeding Committee will work with the United States Department of Agriculture and local hospitals on the feasibility of offering donor milk to high risk babies on the WIC Program.

The Arizona Department of Health Services Breastfeeding Committee will provide representatives to organizations that represent women, children, health education, and/or breastfeeding coalitions

To facilitate collaboration between the Arizona WIC Program, Hospitals, Private Lactation Consultants and other members of the lactation profession, the Arizona Department of Health Services Breastfeeding Committee will continue to provide lactation continuing education on a quarterly basis.

The Arizona Department of Health Services Breastfeeding Committee will begin to work with AHCCCS to evaluate the feasibility of third party payers providing reimbursement for lactation services such as breast pumps and lactation consultations.

Nearing the end of the plan, the Department of Health Services Breastfeeding Committee will evaluate their progress in the medical community and plan future events. This evaluation will include input from the medical community as well as WIC clients and staff.

Public Awareness:

In the past, the Arizona WIC Program has spent a large portion of its available resources on campaigns targeted at “Breastfeeding Women Returning to the Workforce”. These campaigns may or may not have been successful because how they were structured made them difficult to evaluate for effectiveness. It is the decision of the Arizona Department of Health Services Breastfeeding Committee that we re-direct the resources to target Physicians and the medical community on the importance of breastfeeding and the resources available in their community that support those efforts. The plans for targeting awareness can be found in the “Health Care Provider” section of this document.

One area that has been identified as needing more clarification is the Arizona Breastfeeding Laws. The Arizona Department of Health Services Breastfeeding Committee will research the laws and develop an information sheet that can be distributed to the Arizona WIC program and their community partners so they are clear on the provisions of the laws. If further information is needed, the information sheet could be modified to give to clients/public.

As the Arizona WIC Program staff and clients become educated on the laws, it may become necessary to begin to evaluate processes necessary to establish or enhance a current complaint hotline to accept reports of violations. The Arizona Department of Health Services Breastfeeding Committee will evaluate on an annual basis.

In order to raise the awareness of importance of breastfeeding and how the WIC Program and their community partners supports those efforts, the Arizona Department of Health Services Breastfeeding Committee will meet on an annual basis to decide on the theme for World Breastfeeding Week or Arizona Breastfeeding Awareness Day. The committee will also develop guidelines and a toolkit to support the event. Recognition of the events held around the state will be held at quarterly Statewide In-services.

Timeline

Focus Area	Target Completion Date	Implementation Activities
Client and Family	Spring 08	Develop core concept for new education materials based on information obtained from other states and 2007 focus groups.
Client and Family	Spring 08	Work with Riester to develop AZ WIC Brand.
Client and Family	Spring 08	Develop core materials to include topics and information based on focus groups and evidence-based research.
Mobilizing Staff	Spring 08	Develop/distribute monthly newsletters/training that may be used at end of month meetings.
Client and Family	Spring 08	Renovate current website.
Client and Family	Spring 08	Develop protocol for reviewing websites.
Client and Family	Spring 08	Establish committee to develop 2009 wave.
Mobilizing Staff	Spring 08	Develop Breastfeeding Basics Manual for New Hires.
Mobilizing Staff	Spring 08	Establish Dates, Times, and Topics for monthly breastfeeding calls.
Mobilizing Staff	Spring 08	Update local agency resources.
Mobilizing Staff	Spring 08	<p>Local Agencies to evaluate staff breastfeeding certifications and request training monies to establish/update certifications.</p> <ul style="list-style-type: none"> * New staff: 40 hour course after probation. * Existing staff: Every 3 years.
Mobilizing Staff	Spring 08	Advanced Breastfeeding Certification Course Offered
Public Awareness	Spring 08	Choose theme for World Breastfeeding Week

Client and Family	Summer 08	Develop/conduct training to introduce materials to local agencies.
Client and Family	Summer 08	Develop information waves for 2009.
Mobilizing Staff	Summer 08	Develop Semi-annual Train the Trainer Curriculum
Mobilizing Staff	Summer 08	Distribute Breastfeeding Basics to local agencies.
Mobilizing Staff	Summer 08	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Summer 08	Recognize/Highlight one LA at LATCH-AZ meeting.
Mobilizing Staff	Summer 08	Add breastfeeding training component to FY 09 Policy and Procedure Manual.
Public Awareness	Summer 08	Develop guidelines/toolkit for Local Agencies.
Client and Family	Fall 08	Request and compile local agency submissions for local referrals.
Client and Family	Fall 08	Request and compile local agency/community partner's submissions for reputable resources to include books, websites, and speakers.
Public Awareness	Fall 08	Implement World Breastfeeding Week Activities.
Mobilizing Staff	Fall 08	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Fall 08	Plan LATCH-AZ events for 2010.
Mobilizing Staff	Fall 08	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Fall 08	Recognize/Highlight one LA at LATCH-AZ meeting.
Administration	Winter 08	Evaluate/Update Strategic Plan
Client and Family	Winter 08	Distribute Statewide Resource and Referral List to local agencies and post on website.

Client and Family	Winter 08	Establish a committee to develop incentive program.
Client and Family	Winter 08	Evaluate materials.
Mobilizing Staff	Winter 08	Develop Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Winter 08	Establish Dates, Times, and Topics for monthly breastfeeding calls.
Mobilizing Staff	Winter 08	Establish a Committee to write Job Descriptions.
Mobilizing Staff	Winter 08	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Winter 08	Recognize/Highlight one LA at LATCH-AZ meeting.
Client and Family	Spring 09	Develop incentive program.
Client and Family	Spring 09	Breastfeeding Wave #1
Client and Family	Spring 09	Establish a committee to develop 2010 wave.
Health Provider	Spring 09	Develop a presentation for local agency staff to deliver to MD's in service area.
Health Provider	Spring 09	Download presentation on to website for additional viewing.
Health Provider	Spring 09	Develop materials for exam rooms that advertise the WIC Breastfeeding Program.
Mobilizing Staff	Spring 09	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Spring 09	Update Breastfeeding Basics Manual for New Hires.
Mobilizing Staff	Spring 09	Update local agency resources.

Mobilizing Staff	Spring 09	Local Agencies to evaluate staff breastfeeding certifications and request training monies to establish/update certifications. <ul style="list-style-type: none"> * New staff: 40 hour course after probation. * Existing staff: Every 3 years.
Public Awareness	Spring 09	Choose theme for World Breastfeeding Week
Mobilizing Staff	Spring 09	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Spring 09	Recognize/Highlight one LA at LATCH-AZ meeting.
Client and Family	Summer 09	Obtain contracts with vendors to support incentive program.
Client and Family	Summer 09	Develop information waves for 2010.
Client and Family	Summer 09	Breastfeeding Wave #2
Health Provider	Summer 09	Send a letter to Physician explaining the WIC Breastfeeding Program to include the opportunity to order Hotline materials and/or receive information on waves.
Health Provider	Summer 09	Provide materials to hospitals to include in their hospital discharge bags i.e., clip or magnet.
Health Provider	Summer 09	Provide materials for exam rooms that advertise the WIC Breastfeeding Program.
Mobilizing Staff	Summer 09	Develop Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Summer 09	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Summer 09	Recognize/Highlight one LA at LATCH-AZ meeting.

Public Awareness	Summer09	Develop guidelines/toolkit for Local Agencies.
Client and Family	Fall 09	Train and distribute incentives to local agencies.
Client and Family	Fall 09	Breastfeeding Wave #3
Public Awareness	Fall 09	Implement World Breastfeeding Week Activities.
Health Provider	Fall 09	Develop award system for Doctors and Hospitals that have made strides in lactation.
Mobilizing Staff	Fall 09	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Fall 09	Plan LATCH-AZ events for 2010.
Mobilizing Staff	Fall 09	Plan Advanced Breastfeeding Course
Mobilizing Staff	Fall 09	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Fall 09	Recognize/Highlight one LA at LATCH-AZ meeting.
Client and Family	Winter 09	Breastfeeding Wave #4
Administration	Winter 09	Evaluate/Update Strategic Plan
Mobilizing Staff	Winter 09	Develop Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Winter 09	Establish Dates, Times, and Topics for monthly breastfeeding calls.
Mobilizing Staff	Winter 09	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Winter 09	Recognize/Highlight one LA at LATCH-AZ meeting.
Client and Family	Spring 10	Establish a committee to develop 2011 wave.
Client and Family	Spring 10	Breastfeeding Wave #5

Mobilizing Staff	Spring 10	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Spring 10	Update Breastfeeding Basics Manual for New Hires.
Mobilizing Staff	Spring 10	Update local agency resources.
Mobilizing Staff	Spring 10	Local Agencies to evaluate staff breastfeeding certifications and request training monies to establish/update certifications. <ul style="list-style-type: none"> * New staff: 40 hour course after probation. * Existing staff: Every 3 years.
Public Awareness	Spring 10	Choose theme for World Breastfeeding Week
Mobilizing Staff	Spring 10	Advanced Breastfeeding Course Offered
Mobilizing Staff	Spring 10	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Client and Family	Summer 10	Develop information waves for 2011.
Mobilizing Staff	Spring 10	Recognize/Highlight one LA at LATCH-AZ meeting.
Client and Family	Summer 10	Breastfeeding Wave #6
Mobilizing Staff	Summer 10	Develop Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Summer 10	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Summer 10	Recognize/Highlight one LA at LATCH-AZ meeting.
Public Awareness	Summer 10	Develop guidelines/toolkit for Local Agencies.
Client and Family	Fall 10	Breastfeeding Wave #7

Public Awareness	Fall 10	Implement World Breastfeeding Week Activities.
Mobilizing Staff	Fall 10	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Fall 10	Plan LATCH-AZ events for 2011.
Mobilizing Staff	Fall 10	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Fall 10	Recognize/Highlight one LA at LATCH-AZ meeting.
Administration	Winter 10	Evaluate/Update Strategic Plan
Client and Family	Winter 10	Breastfeeding Wave #8
Mobilizing Staff	Winter 10	Develop Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Winter 10	Establish Dates, Times, and Topics for monthly breastfeeding calls.
Mobilizing Staff	Winter 10	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Winter 10	Recognize/Highlight one LA at LATCH-AZ meeting.
Client and Family	Spring 11	Breastfeeding Wave #9
Client and Family	Spring 11	Establish committee to develop 2012 wave.
Mobilizing Staff	Spring 11	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Spring 11	Update Breastfeeding Basics Manual for New Hires.
Mobilizing Staff	Spring 11	Update local agency resources.

Mobilizing Staff	Spring 11	Local Agencies to evaluate staff breastfeeding certifications and request training monies to establish/update certifications. <ul style="list-style-type: none"> * New staff: 40 hour course after probation. * Existing staff: Every 3 years.
Public Awareness	Spring 11	Choose theme for World Breastfeeding Week
Mobilizing Staff	Spring 11	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Spring 11	Recognize/Highlight one LA at LATCH-AZ meeting.
Client and Family	Summer 11	Develop information waves for 2012.
Client and Family	Summer 11	Breastfeeding Wave #10
Mobilizing Staff	Summer 11	Develop Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Summer 11	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Summer 11	Recognize/Highlight one LA at LATCH-AZ meeting.
Public Awareness	Summer 11	Develop guidelines/toolkit for Local Agencies.
Client and Family	Fall 11	Breastfeeding Wave #11
Public Awareness	Fall 11	Implement World Breastfeeding Week Activities.
Mobilizing Staff	Fall 11	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Fall 11	Plan LATCH-AZ events for 2012.
Mobilizing Staff	Fall 11	Plan Advanced Breastfeeding Course

Mobilizing Staff	Fall 11	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Fall 11	Recognize/Highlight one LA at LATCH-AZ meeting.
Administration	Winter 11	Evaluate/Update Strategic Plan
Client and Family	Winter 11	Breastfeeding Wave #12
Mobilizing Staff	Winter 11	Develop Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Winter 11	Establish Dates, Times, and Topics for monthly breastfeeding calls.
Mobilizing Staff	Winter 11	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Winter 11	Recognize/Highlight one LA at LATCH-AZ meeting.
Client and Family	Spring 12	Breastfeeding Wave #13
Client and Family	Spring 12	Establish a committee to develop 2013 wave.
Mobilizing Staff	Spring 12	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Spring 12	Update Breastfeeding Basics Manual for New Hires.
Mobilizing Staff	Spring 12	Update local agency resources.
Mobilizing Staff	Spring 12	Local Agencies to evaluate staff breastfeeding certifications and request training monies to establish/update certifications. <ul style="list-style-type: none"> * New staff: 40 hour course after probation. * Existing staff: Every 3 years.
Mobilizing Staff	Spring 12	Advanced Breastfeeding Certification Offered

Public Awareness	Spring 12	Choose theme for World Breastfeeding Week
Mobilizing Staff	Spring 12	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Spring 12	Recognize/Highlight one LA at LATCH-AZ meeting.
Client and Family	Summer 12	Breastfeeding Wave #14
Client and Family	Summer 12	Develop information waves for 2013.
Mobilizing Staff	Summer 12	Develop Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Summer 12	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Summer 12	Recognize/Highlight one LA at LATCH-AZ meeting.
Public Awareness	Summer 12	Develop guidelines/toolkit for Local Agencies.
Client and Family	Fall 12	Breastfeeding Wave #15
Public Awareness	Fall 12	Implement World Breastfeeding Week Activities.
Mobilizing Staff	Fall 12	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Fall 12	Plan LATCH-AZ events for 2013.
Mobilizing Staff	Fall 12	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Fall 12	Recognize/Highlight one LA at LATCH-AZ meeting.
Administration	Winter 12	Evaluate/Update Strategic Plan
Client and Family	Winter 12	Breastfeeding Wave #16

Mobilizing Staff	Winter 12	Develop Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Winter 12	Establish Dates, Times, and Topics for monthly breastfeeding calls.
Mobilizing Staff	Winter 12	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Winter 12	Recognize/Highlight one LA at LATCH-AZ meeting.
Client and Family	Spring 13	Breastfeeding Wave #17
Mobilizing Staff	Spring 13	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Spring 13	Update Breastfeeding Basics Manual for New Hires.
Mobilizing Staff	Spring 13	Update local agency resources.
Mobilizing Staff	Spring 13	Local Agencies to evaluate staff breastfeeding certifications and request training monies to establish/update certifications. <ul style="list-style-type: none"> * New staff: 40 hour course after probation. * Existing staff: Every 3 years.
Public Awareness	Spring 13	Choose theme for World Breastfeeding Week
Mobilizing Staff	Spring 13	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Spring 13	Recognize/Highlight one LA at LATCH-AZ meeting.
Administration	Summer 13	Develop Strategic Plan 2013-2018.
Client and Family	Summer 13	Breastfeeding Wave #18
Mobilizing Staff	Summer 13	Develop Semi-annual Train the Trainer Curriculum.

Mobilizing Staff	Summer 13	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Summer 13	Recognize/Highlight one LA at LATCH-AZ meeting.
Public Awareness	Summer 13	Develop guidelines/toolkit for Local Agencies.
Client and Family	Fall 13	Breastfeeding Wave #19
Public Awareness	Fall 13	Implement World Breastfeeding Week Activities.
Mobilizing Staff	Fall 13	Train/Distribute Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Fall 13	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Fall 13	Recognize/Highlight one LA at LATCH-AZ meeting.
Mobilizing Staff	Fall 13	Plan LATCH-AZ events for 2014.
Mobilizing Staff	Fall 13	Plan Advanced Breastfeeding Course
Client and Family	Winter 13	Breastfeeding Wave #20
Mobilizing Staff	Winter 13	Develop Semi-annual Train the Trainer Curriculum.
Mobilizing Staff	Winter 13	Establish Dates, Times, and Topics for monthly breastfeeding calls.
Mobilizing Staff	Winter 13	Offer LATCH-AZ to provide staff with breastfeeding continuing education opportunity. (Record to DVD, when possible).
Mobilizing Staff	Winter 13	Recognize/Highlight one LA at LATCH-AZ meeting.