

District of Columbia

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Workplace Breastfeeding Support

Toolkit

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District of Columbia

WORKPLACE BREASTFEEDING SUPPORT TOOLKIT

Introduction

Breastfeeding offers important and lifelong health benefits. At delivery, eighty-eight percent of women in the District of Columbia initiate and intend to breastfeed their child for the recommended duration of six months. Unfortunately, for them, and for our community, most do not meet their desired breastfeeding goals.

According to the American Academy of Pediatrics, breastfeeding offers health benefits to both infants and mothers. Infants who are breastfed have reduced risks of a number of diseases including sudden infant death syndrome (SIDS), ear and respiratory infections, and gastrointestinal illness. Mothers who breastfeed have a reduced risk for various diseases including hypertension, diabetes, and breast cancer. These health benefits can translate into economic benefits such as lower medical costs or fewer sick days away from work.

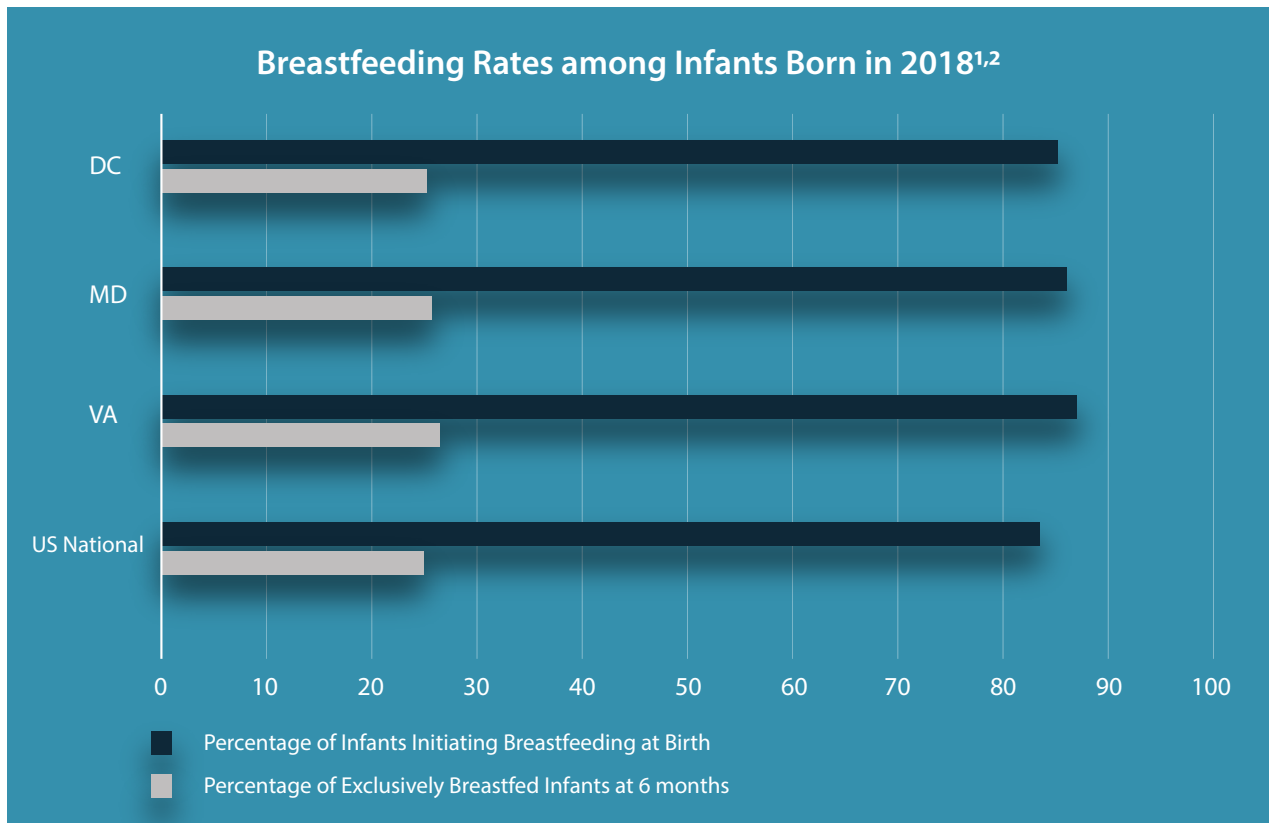
The American Academy of Pediatrics and other U.S. health organizations recommend exclusive breastfeeding for about 6 months, followed by continued breastfeeding until at least 12 months of age as complementary foods are introduced.

However, breastfeeding rates in the United States, and the District of Columbia — in particular, for duration and exclusive breastfeeding (EBF) — fall short of recommended levels at six months of age.

Data from the U.S. Centers for Disease Control and Prevention (CDC) National Immunization Survey (NIS) indicate that 83.9% of U.S. infants born in 2018 started to breastfeed, however, only 25.8% percent were exclusively breastfed at 6 months.

According to the most recent data available from the CDC NIS, women in the District, Maryland, and Virginia initiate breastfeeding at similar rates, DC 85.4%, MD 86.8%, and VA 87.5%. Moreover, according to the CDC report, the District's 6 month exclusivity rate of 26.3% is slightly lower than its neighboring communities, MD 26.6% and VA 27.5%. See the full survey results here: [cdc.gov/breastfeeding/data/nis_data/rates-any-exclusive-bf-by-state-2018.htm](https://www.cdc.gov/breastfeeding/data/nis_data/rates-any-exclusive-bf-by-state-2018.htm)

There are many reasons why nursing mothers are unable to breastfeed for as long as they initially desire. For example, many "give up" early when they experience pain



1 Data from the U.S. territories are excluded from the national breastfeeding estimates to be consistent with the analytical methods for the establishment of Healthy People 2030 targets on breastfeeding.

2 Exclusive breastfeeding is defined as ONLY breast milk — NO solids, no water, and no other liquids.

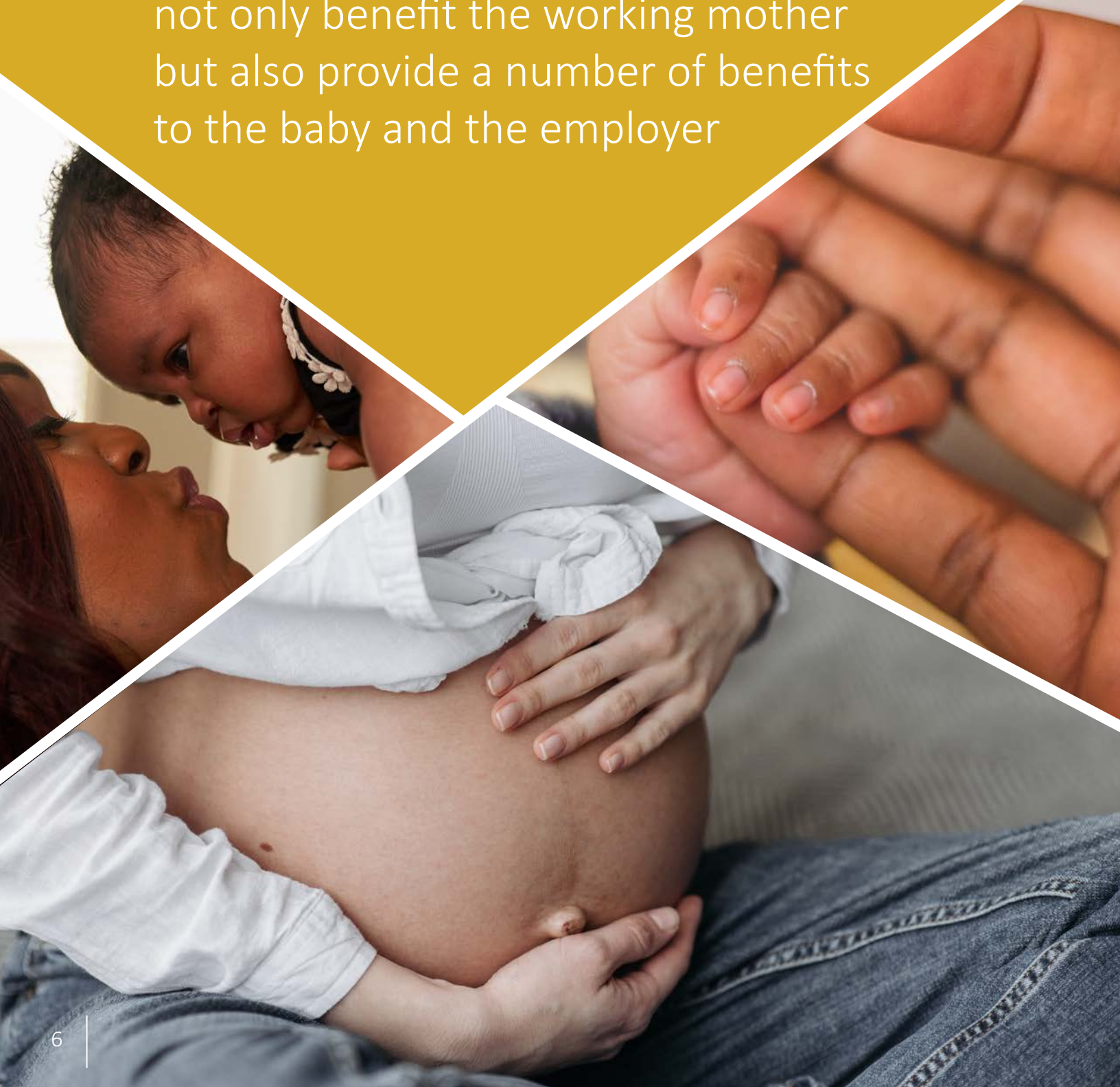
Source: National Immunization Survey, Centers for Disease Control and Prevention, Department of Health and Human Services

related to improper latch, concerns about producing enough milk, and cultural myths about breastfeeding. Many are unaware of evidence-based online resources, and the potential eligibility for personal support from a lactation professional through the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), Medicaid, or private health insurance plans.

It is known that when working mothers receive workplace support, they are more likely to continue to successfully breastfeed their child, achieve their duration goals, experience better health, and have increased job satisfaction. There are local and federal laws in place to allow employees, businesses and our community to reap the many benefits of infants getting breast milk for the first year or more of life. Therefore, the District of Columbia has created this Toolkit to support employers and empower employees to maintain breastfeeding in the workplace for as long as mothers desire.

The Benefits

Businesses that implement supportive breastfeeding policies and practices not only benefit the working mother but also provide a number of benefits to the baby and the employer



Benefits for Baby

Breastfed children experience improved dental health and neurodevelopmental outcomes. They also have a decreased risk of:

Allergies, Asthma, Colds, Celiac Disease, Childhood overweight and obesity, Crohn's Disease, Diarrhea, Ear infections, Eczema, Late onset sepsis in preterm infants, Leukemia, Necrotizing enterocolitis, Respiratory tract infection, SID's-Sudden Infant Death Syndrome, and Type 1 and Type 2 Diabetes.

Benefits for Mother (Employee)

Improved health: Breastfeeding can lower rates of:

Type 2 Diabetes; Hypertension; Breast , Ovarian, Endometrial and Thyroid Cancer; and Rheumatoid Arthritis.

Lower absenteeism: Mothers who have the option to breastfeed in the workplace have healthier children and fewer unplanned absences.

Improved focus: Mothers who are able to express breast milk in the workplace are better able to concentrate during the workday. If a mother is unable to express milk, she may acquire an infection or a decrease in supply, which may lead to emotional and physical distress.

Higher Productivity: Mothers who are supported in their desire to continue to breastfeed while returning to employment often demonstrate higher levels of productivity.

Benefits for Employer

Higher Productivity: Employees who have breastfeeding support tend to have fewer unscheduled absences and less tardiness because their infants are more resistant to sickness.

Increased Loyalty: The implementation of an effective support program demonstrates that the organization supports their employees health and family.

Improved Recruitment & Retention: Breastfeeding support programs serve as a recruitment tool. Businesses that offer effective programs often have higher retention rates for female employees.

Greater Job Satisfaction: Businesses that display support for their employees facilitate greater workplace satisfaction.

Community Breastfeeding Support

This guide seeks to educate and equip the community with information and tools that will provide employees, employers, coworkers, friends, and family with knowledge of the advantages of breastfeeding.

1. Research indicates breastfeeding is a way to improve the health of our families and communities. However, many are not aware of the proven benefits, and the law's, which are in place to support mothers who provide milk to their children once they return to work.
2. You will find information in this toolkit on The Laws, The Benefits, and The Support required to better understand your role in assisting, not only the women in your workplace, but those in your family and community as well. Please help to protect, support and promote breastfeeding at work and in the District's communities!

The American Academy of Pediatrics, Policy Statement on Breastfeeding, and the World Health Organization's, The Investment Case for Breastfeeding, both highlight how the U.S. could save more than \$13 billion in health care costs and save the lives of nearly 1,000 babies if 90% of women nurse their infants exclusively to at least the recommended 6 months of age.





THE LAWS

Federal

The 2010 Patient Protection and Affordable Care Act

[dol.gov/agencies/whd/nursing-mothers/law](https://www.dol.gov/agencies/whd/nursing-mothers/law)

Effective March 23, 2010, the Patient Protection and Affordable Care Act amended the Fair Labor Standards Act (FLSA) and requires most employers to offer a breastfeeding employee reasonable break times to pump for up to 1 year after her baby is born and a place other than a bathroom to comfortably, safely, and privately express breast.



District of Columbia

The District of Columbia Human Rights Act of 1977, as amended
code.dccouncil.us/dc/council/code/sections/2-1402.82.html

Allows women to breastfeed their child anywhere in DC that they have the right to be. It also mandates employer accommodations for breastfeeding.

The law states:

An employer shall provide reasonable daily unpaid break-time, as required by an employee so she may express breast milk for her child.

An employer shall make reasonable efforts to provide a sanitary room or other location in close proximity to the work area, other than a bathroom or toilet stall, where an employee can express her breast milk in privacy and security.

An employer must create a policy for breastfeeding mothers and must post and maintain a poster in a conspicuous place that sets forth these requirements.

District of Columbia Employers

Congratulations! We applaud your efforts to Promote, Support and Protect members of your organization in achieving their breastfeeding goals! This guide seeks to provide employers:

1. Information to share with all members of the organization on the legal responsibilities, (The Laws) and health and business benefits (The Benefits) of breastfeeding.
2. Sample policies and posters, based on information from the Health and Human Services (HHS) website and the DC Office of Human Rights (OHR) that can be used to assure understanding and compliance by all employees, managers and supervisors.
3. Recommendations, in addition to the required policies, for implementation of a Lactation Support Program; when met the organization may be recognized by the DC Breastfeeding Coalition as a Breastfeeding Friendly Employer. Information on how to establish and champion a breastfeeding program is also provided.

The Protecting Pregnant Workers Fairness Act of 2014 (PPWFA)

ohr.dc.gov/page/pregnantworkers

Requires District of Columbia employers to provide reasonable workplace accommodations for employees whose ability to perform job duties is limited because of pregnancy, childbirth, breastfeeding, or a related medical condition.

Any employee working in the District of Columbia who believes their rights have been violated under the act has up to one year to file a complaint, or 180 days if employed by the District of Columbia. If you believe you have been discriminated against under the Act, contact the District of Columbia Office of Human Rights at (202) 272-4559 or ohr.dc.gov.



The Basics

According to the District of Columbia Office on Human Rights (OHR), employers in the District of Columbia are required to have an organizational policy which supports and explains to all individuals employed, not just those requiring lactation support, the rights of the mother and all new parents, and the organization's legal responsibilities. To aid you the OHR has created posters explaining these rights, which are to be conspicuously displayed. Click the link below to obtain copies of the three OHR Workplace Posters outlining each of the following laws:

Parental Leave Act

The Right to Breastfeed

District Of Columbia Family & Medical Leave Act (DCFMLA)

ohr.dc.gov/sites/default/files/dc/sites/ohr/publication/attachments/DCFMLA-FactSheet.pdf

The sample policies, forms and handouts provided in the toolkit are based on recommendations from local District of Columbia agencies and federal government agencies including the Department of Labor, Centers for Disease Control and Prevention and HHS Women's Office on Health. They are not copyrighted and may be reproduced without permission.

The policies may be modified to better fit your unique specifications. Keep in mind it must address the employees right to have time to express her milk, a private non bathroom space that is secure, and the mutual responsibilities of both, the employer as well as the employee.

Beyond Basics

Employers who not only have the mandated policy but take the next step of championing and implementing a Lactation Support Program, report an average 3:1 return on investment, according to the Business Case for Breastfeeding!

Potential employees will see evidence that yours is a company that supports women and families. Not sure how to put it all together? We have included recommendations to get you started. Recruit some members of your team from diverse jobs if possible and let them create the support system they would love to have! Most likely they will want to remain with your wonderful supportive company once they do, increasing your employee retention rates!

“Establish policies to support women’s abilities to breastfeed, to reach their breastfeeding goals once they return to their communities and worksites, and thus achieve full health benefits of breastfeeding for their babies and themselves.”

—Surgeon General’s 2011 call for Action to Support Breastfeeding Statement

Sample Workplace Breastfeeding Support Policy 1

Breastfeeding has been shown to be the superior form of infant nutrition, providing a multitude of health benefits to both infants and mother, and because breastfeeding employees need ongoing support in the worksite to be able to provide their milk for their babies, [Organization Name] subscribes to the following policy:

1. ***Employees shall be provided a place to breastfeed or express their milk.*** An employee lactation room is provided as a private and sanitary place for breastfeeding employees to express their milk during work hours. This room provides an electrical outlet, comfortable chair, and nearby access to running water. Employees may, of course, use their private office area for breastfeeding or milk expression, if they prefer.
2. ***A refrigerator will be made available for safe storage of expressed breast milk.*** Employees may use their own cooler packs to store expressed breast milk or may store milk in a designated refrigerator/freezer. Employees should provide their own containers, clearly labeled with name and date. Those using the refrigerator are responsible for keeping it clean.
3. ***Employees shall be provided flexible breaks to accommodate breastfeeding or milk expression.*** A breastfeeding employee shall be provided a flexible schedule for breastfeeding or pumping to provide breastmilk for her child. The time should not exceed normal time allowed for lunch and breaks. For time above and beyond normal lunch and breaks, sick or annual leave time can be used, or the employees can come in a little early or leave a little later to make up the time. (It is not recommended to dock time or decrease wages.)



4. *Staff are expected to provide support for breastfeeding employees.* Realizing the importance of breastfeeding to the infant, the mother, and the company, all staff are expected to provide an atmosphere of encouraging support for breastfeeding employees.
5. *Breastfeeding promotion information will be displayed.* The company will provide information on breastfeeding to all pregnant and breastfeeding employees, including local resources. In addition, positive promotion of breastfeeding will be on display in the company and in-house communications with staff.
6. *Employee orientation will include information about the company's breastfeeding policy.* The company's breastfeeding policy will be communicated to all current staff. New employees will be informed about the company policy in the new employee orientation training.



Sample Workplace Breastfeeding Support Policy 2

In recognition of the well documented health advantages of breastfeeding for infants and mothers, [Company Name] provides a supportive environment to enable breastfeeding employees to express their milk during work hours. This includes a company-wide lactation support program administered by [Department Name]. [Company Name] subscribes to the following worksite support policy. This policy will be communicated to all current employees and included in new employee orientation training.

Company Responsibilities

Breastfeeding employees who choose to continue providing their milk for their infants after returning to work shall receive:

Use of Break Times to Express Milk

Breastfeeding employees are allowed to breastfeed or express milk during work hours using their normal breaks and mealtimes. For time that may be needed beyond the usual break times, employees may use personal leave or may make up the time as negotiated with their supervisors.

When more than one breastfeeding employee needs to use the designated lactation room, employees can use the sign-in log provided in the room to negotiate milk expression times that are most convenient or best meet their needs.

A Place to Express Milk

A private room (not a toilet stall or restroom) must be available for employees to breastfeed or express milk. The room will be private and sanitary, located near a sink with running water for washing hands and rinsing out breast pump parts, and have an electrical outlet. If employees prefer, they may also breastfeed or express milk in their own private offices, or in other comfortable locations agreed upon in consultation with the employee's supervisor. Staff support supervisors are responsible for alerting pregnant and breastfeeding employees about the company's worksite lactation support program, and for negotiating policies and practices that will help facilitate each employee's infant feeding goals. It is expected that all employees will assist in providing a positive atmosphere of support for breastfeeding employees. [List other components specific to your company's program]

Breastfeeding Equipment

[Company Name] [provides/subsidizes/rents] electric breast pumps to assist breastfeeding employees with milk expression during work hours. The company [provides/subsidizes/rents] hospital grade pumps that can be used by more than one employee or [provides/subsidizes] portable personal use electric breast pumps that the employee retains throughout the course of breastfeeding. If the employee is using a standard hospital-grade pump, indicate whether the

company provides/subsidizes personal attachment kits or where the employee can purchase the kit. Indicate whether breast pumps are also available for partners of male employees.

Education

Prenatal and postpartum breastfeeding classes and informational materials are available for all mothers and fathers, as well as their partners. Staff support supervisors are responsible for alerting pregnant and breastfeeding employees about the company's worksite lactation support program, and for negotiating policies and practices that will help facilitate each employee's infant feeding goals. It is expected that all employees will assist in providing a positive atmosphere of support for breastfeeding employees. [List other components specific to your company's program]

Employee Responsibilities

Breastfeeding employees who choose to continue providing their milk for their infants after returning to work shall commit to the following:

Communication with Supervisors

Employees who wish to express milk during the work period will keep supervisors informed of their needs so that appropriate accommodations can be made to satisfy the needs of both the employee and the company.

Maintenance of Milk Expression Areas

Breastfeeding employees are responsible for keeping milk expression areas clean, using antimicrobial wipes to clean the pump and area around it. Employees are also responsible for keeping the general lactation room clean for the next user.

This responsibility extends to both designated milk expression areas, as well as other areas where expressing milk will occur. Employees storing breast milk should label all milk expressed with their name and date collected so it is not inadvertently confused with another employee's milk. Expressed milk can be stored in a company refrigerator, a designated refrigerator provided in the lactation room, or a personal storage cooler.



Breastfeeding Program Essentials

(For use by Human Resources, Company Owners, and Designated Lactation Workplace Champions)

- Create a clean, permanent room with natural or soft lighting, calming décor, and a comfortable temperature.
- Offer a secure room that locks from the inside and still allows entry from Emergency Response Personnel.
- Furnish comfortable seating such as ergonomic chairs.
- Provide access to a sink with hot and cold running water and a microwave [optional] for the sterilization of materials and supplies.
- Equip the room with a hospital grade breast pump and a refrigerator with a freezer section and ice packs exclusively for the storage of breast milk.
- Access to electricity and a clock.
- Provide a mirror for mothers to check/adjust their clothing prior to leaving the room.
- Administer a daily cleaning regimen for the private space, provided by the business.
- Prepare a sign-up sheet, either online or posted, for use in the nursing mother's room when you have multiple employees using space.
- Establish a bulletin board for posting information on events and classes for parents, pumping schedules, and photos of the mother's babies which can encourage breast milk flow.
- Provide contact information for local lactation consultants: dcbfc.org
- Provide access to pregnancy and breastfeeding information for nursing mothers that assist them in addressing common issues: womenshealth.gov/breastfeeding
- Provide a point of contact who is readily available for questions regarding the nursing mother's program, checklist provided.
- Educate co-workers on the necessity and benefits of supporting the expression of breast milk in the workplace.
- Provide ways for employees to give feedback to the business regarding the nursing mother's experience.



Breastfeeding Program Checklist

For use by Human Resources, Company Owners, Supervisors or Designated Lactation Workplace Champions.

When an employee requests lactation accommodations, the following checklist can help you plan support and maintain compliance.

- Praise her! Tell her you will support her decision to breastfeed.
- Provide a copy and discuss your company's lactation policy for supporting nursing women prior to the employee's maternity leave, with her and her supervisor so you can make any arrangements needed while she is away.
- Assure the employee that her direct supervisor and other relevant managers are aware of her needs and have reviewed and will support the organization's lactation policy.
- Review the employee's typical work/break schedule to arrange for milk expression breaks.
- If needed, plan to arrange for coverage (such as using "floaters") while she is away from her workstation.
- Identify a private space that is not a bathroom that is functional for expressing milk.

(See "Supporting Moms at Work" at The Office on Women's Health, for non-office work environment suggestions: [womenshealth.gov/supporting-nursing-moms-work/lactation-break-time-and-space-all-industries](https://www.womenshealth.gov/supporting-nursing-moms-work/lactation-break-time-and-space-all-industries))

- Seek feedback from the employee and her supervisor. When developing the plan. Check in to assure all is well, once it is being implemented.



District of Columbia Employees

This guide seeks to provide employees

1. Resources to assist with overcoming challenges faced in establishing and maintaining successful breastfeeding prior to returning to work.
2. Resources, recommendations, and specific guidelines to help maintain feeding infant breast milk, during the transition from maternity leave to the workplace.
3. Information on the legal rights parents have in the District of Columbia which support the desire to continue to express breastmilk upon return to work for at least one year or longer.

Congratulations!

On your pregnancy, the birth of your child and your decision to breastfeed!

“When you breastfeed, you give your baby a healthy start that lasts a lifetime. Breast milk is the perfect food for your baby. Breastfeeding saves lives, money, and time.”

—Office on Women’s Health in the U.S. Department of Health and Human Services

Wherever you are along the parenthood path, the District of Columbia wants to provide information and resources for you. We are committed to protecting and promoting breast milk as the natural first food, for all who desire to provide human milk to their newborn for as long as they wish.

We have covered the laws which protect your right to breastfeed anywhere you have a right to be. Your employer is required to allow you to take breaks when you return to work to express milk throughout the day as needed. See the section titled "The Laws" if you feel your rights are being denied you have up to one year to file a complaint, or 180 days if you are a District of Columbia employee.

Our goal here is to provide you with non-social media resources for answers to questions you may have about breastfeeding. Below is information regarding benefits and programs available in the District of Columbia for pregnant and breastfeeding women, and how to find and access professionally trained lactation help you may be entitled to through Medicaid, WIC or your insurance plan.

When you are still pregnant and working

Learn all you can about breastfeeding. Take a class if you can. Many hospitals, clinics and organizations offer remote internet options. Great online resources are available free of charge. Check out the attached video, featuring Dr. Sahira Long, Children’s National Hospital, in DC as she discusses the Secrets of Breastfeeding here: youtu.be/zeBdiBlmTAK and The Benefits of Breastfeeding that only your breast milk can give your baby here: youtu.be/DpVp07lgDsl.

Discuss your plan with your employer. Review the company lactation support policy. If there isn't one, there may not have been a need for one before. Share this toolkit with your employer. When you do, you will be helping others in the future. Start by discussing time and space issues for when you return, before you leave. Also explore other possible options when you return, such as part time hours or working from home. View the attached video on starting the conversation with your employer. youtu.be/4t0fk6YoThI

Investigate childcare providers. Will they feed the baby your expressed breast milk? Are they close to your workplace? Can you feed your baby there during lunch breaks or prior to leaving for home when you come to pick your child up?

Consider a prenatal consult with a lactation consultant. The cost may be covered in your insurance plan. The personalized assessment and advice on how to get off to a good start may help you set realistic expectations and avoid frustration. Include your partner and others involved in infant care at the appointment if possible. Watch this video Breastfeeding 411, to hear what others found helpful: youtu.be/qHVNTBLZnYo

When you deliver

During the first weeks keep your baby close and breastfeed often. This time is extremely important in establishing your milk supply. It is important to feed about every 2 to 3 hours around the clock during this time frame. Avoid giving breast milk substitutes. This commitment could influence how much milk you will have when you return to work. youtu.be/FIP4wibDzGA

Know your milk is enough. The first milk, colostrum, is rich in antibodies and nutrients. It is all your newborn needs. The more often you nurse, the more milk your body will produce. Don't become overly concerned that there may not be much at first. The amount of milk you produce matches the size of your baby's stomach. In most cases, with healthy babies, it is adequate to meet all of your baby's needs. Trust your body and the human process.

While on maternity leave take as much time as you can. Six weeks is the recommended minimum, however if you can take more it is better to do so. The extra time will allow you to establish a solid routine of feeding your baby. If your partner is also employed, consider staggering your maternity leave, instead of taking it together, so someone is home for a longer period of time. If you are a single mom, view how others have managed to handle breastfeeding as a single mom.

Use this time wisely. Take time to relax and get to know your baby, rest when the baby rests, and allow your body, spirit and mind to recover, replenish and prepare to return to work.

Start to pump and prepare breast milk for when you return to work.

How much milk you will need to have stored will depend on many different variables. For example, how much your infant usually consumes, how many hours a day and how many days per week you will be working, etc. It will differ for each mom. There are links in the toolkit to several resources that will assist you with your plan to return to work:

[womenshealth.gov/breastfeeding](https://www.womenshealth.gov/breastfeeding)

Keep your employer updated. Good communication is important. Remind them of your intent to continue breastfeeding and when you anticipate returning work to allow them to be prepared to support you.

Additionally, we suggest you have a healthcare provider, yours or your child's, sign the enclosed **"Letter from Primary Care Provider."** Feel free to print the form and take it to your doctor to sign. You can present the letter along with your clearance to return to work forms. These forms are usually placed in your employee file. In the event that your employer does not have policy or understanding of your rights and needs, this form can be very helpful.

When You Return to Work

Allow yourself and baby time to adjust. Maintain a healthy diet, minimize stress, and spend as much time holding and breastfeeding your baby as your schedule and pumping will permit. Allow others to help where they can. Only you can provide the vital nutrients your milk provides. Congratulations again!



Letter From Primary Care Provider

This letter may be printed and used by employees. It is to be signed and dated by either the infant's pediatrician or mom's primary care provider. It is given to the employer upon return to work to validate the plan to express milk during work hours.

From: _____

To: _____

Dear Employer:

I am writing on behalf of _____ [Mother's name]

and _____ [Baby's name].

[_____] will be returning to work at your facility. I have strongly advised her to continue providing breast milk to her baby after she returns to work. She will need to use a breast pump to express her milk during her usual breaks so it can be provided to her childcare provider to feed the baby.

The American Academy of Pediatrics recommends that mothers give their babies nothing but breast milk for the first six months of life and continue giving breast milk for at least one year or longer. The evidence overwhelmingly shows that the powerful boost to an infant's immune system through breastfeeding helps lower the baby's risk of many common childhood infections and diseases, as well as more serious issues such as cancer, diabetes, and Sudden Infant Death Syndrome.

Research also shows that the longer a woman breastfeeds, the more she reduces her risk of diseases such as breast cancer and diabetes. Supporting breastfeeding employees also gives you bottom-line benefits, including less absenteeism and lower health care costs due to healthier babies, and more productive employees.

Breastfeeding support at work is now required by law. Both the Fair Labor Standards Act (FLSA), amended in March 2010, and District of Columbia's the "Child's Right to Nurse Human Rights Amendment Act of 2007" require employers to provide reasonable time and a private space that is not a bathroom for breastfeeding employees to express milk during the work period.

Here are several keyways to comply with the law and help mom reach her breastfeeding goals:

- Allow her reasonable time to express milk at work.
- Provide a safe, clean area where she can express milk in privacy, without intrusion from coworkers or the public.
- Encourage supervisors and coworkers to become familiar with the law.
- Assure her you will support her decision to continue breastfeeding.

If you have any questions, there are numerous local resources with information on supporting breastfeeding employees. To learn more about the national law, visit the website of the U.S. Department of Labor at dol.gov/whd/nursingmothers.

Signature _____

Date _____

PRINTED Name/ Title

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"Sample worksite Breastfeeding Policy 1" Wisconsin Department of Health and Family Services [co.washington.wi.us/uploads/docs/SampleWorksiteBFPolicy.pdf](https://www.co.washington.wi.us/uploads/docs/SampleWorksiteBFPolicy.pdf)

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"The Business Case for Breastfeeding: Steps for Creating a Breastfeeding Friendly Worksite" Office on Women's Health in the U.S Department of Health and Human Services [womenshealth.gov/patient-materials/health-topic/breastfeeding](https://www.womenshealth.gov/patient-materials/health-topic/breastfeeding)

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Pediatrics, March 2012, 129: Breastfeeding and the Use of Human Milk [pediatrics.aappublications.org/content/129/3/e827#:~:text=Pediatrics%20March%202012%2C%20129%20\(3\)%20e827-e841%3B%20DOI%3A%20https%3A%2F%2Fdoi.org%2F10.1542/peds.2011-3552](https://pediatrics.aappublications.org/content/129/3/e827#:~:text=Pediatrics%20March%202012%2C%20129%20(3)%20e827-e841%3B%20DOI%3A%20https%3A%2F%2Fdoi.org%2F10.1542%2Fpeds.2011-3552)

The Surgeon General's Call to Action to Support Breastfeeding. (2011). U.S. Department of Health and Human Services. Retrieved from [surgeongeneral.gov/library/calls/breastfeeding/calltoactiontosupportbreastfeeding.pdf](https://www.surgeongeneral.gov/library/calls/breastfeeding/calltoactiontosupportbreastfeeding.pdf)

Resources for Employers and Employees

Office on Women's Health: Your Guide to Breastfeeding

[owh-wh-d9-prod.s3.amazonaws.com/s3fs-public/your-guide-to-breastfeeding.pdf](https://www.owh-wh-d9-prod.s3.amazonaws.com/s3fs-public/your-guide-to-breastfeeding.pdf)

Employees Guide to Breastfeeding and Working

[owh-wh-d9-dev.s3.amazonaws.com](https://www.owh-wh-d9-dev.s3.amazonaws.com)

Supporting Nursing Moms at Work: Employer solutions by industry

Office on Women's Health in the U.S Department of Health and Human Services

[womenshealth.gov/patient-materials/health-topic/breastfeeding](https://www.womenshealth.gov/patient-materials/health-topic/breastfeeding)

Office on Women's Health in the U.S Department of Health and Human Services

Making a difference for your employees: [youtube.com/watch?v=l8uZ994pozi](https://www.youtube.com/watch?v=l8uZ994pozi)

Office on Women's Health in the U.S Department of Health and Human Services

Breastfeeding Support: time and space solutions: [womenshealth.gov/supporting-nursing-moms-work/lactation-break-time-and-space-all-industries](https://www.womenshealth.gov/supporting-nursing-moms-work/lactation-break-time-and-space-all-industries)

Share these videos on time and space solutions, including permanent and multi-use spaces, to help nursing moms in large and small businesses.

From the District of Columbia

District of Columbia Breastfeeding

Resource Guide English

[dcbfc.org/pdfs/2021_New_Resource_Guide_English.pdf](https://www.dcbfc.org/pdfs/2021_New_Resource_Guide_English.pdf)

District of Columbia Breastfeeding

Resource Guide Spanish

[dcbfc.org/pdfs/2021_New_Resource_Guide_Spanish.pdf](https://www.dcbfc.org/pdfs/2021_New_Resource_Guide_Spanish.pdf)

District of Columbia Breastfeeding Resource Guide Amharic

[dcbfc.org/pdfs/2021_New_Resource_Guide_Amharic.pdf](https://www.dcbfc.org/pdfs/2021_New_Resource_Guide_Amharic.pdf)

District of Columbia, Office on Human Rights

[hr.dc.gov/page/office-human-rights-fact-sheets](https://www.hr.dc.gov/page/office-human-rights-fact-sheets)

District of Columbia Department of Health

[dchealth.dc.gov/service/breastfeeding-workplace](https://www.dchealth.dc.gov/service/breastfeeding-workplace)





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