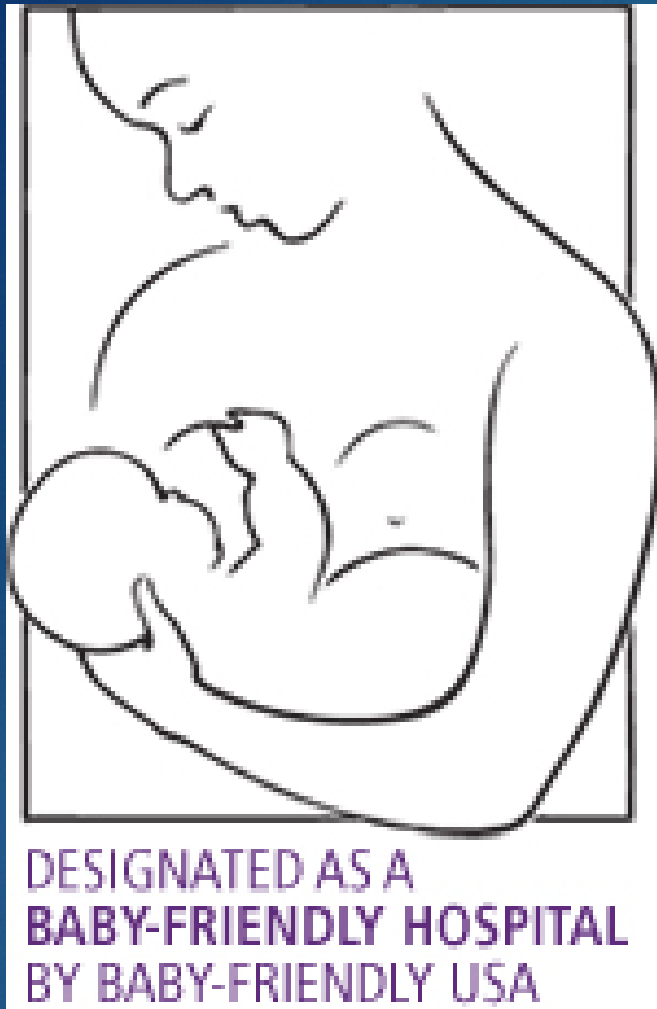




Overcoming staff resistance to the Baby-Friendly Hospital Initiative

INGRID DIXON, BSN, RN, IBCLC

ASSISTANT DIRECTOR, OKLAHOMA BREASTFEEDING RESOURCE CENTER



How do they do it?



Where is the resistance?

- ▶ Individual or Departmental?
- ▶ Departmental resistance can be overcome by addressing the individual(s)!
- ▶ Individual...our focus today!



Four Reactions to Change

Let's do
this!

Absolutely
not, and
you can't
make me!

Active
Acceptance

Passive
Acceptance

Active
Resistance

Passive
Resistance

Okay,
fine.

Um...no.

Solider Mentality (Motivated Reasoning)

Galef, 2016

- ▶ Trying to make some ideas win and others lose; the drive to attack or defend ideas.
- ▶ “Unconscious motivations, our desires and fears, shape the way we interpret information. Some information, some ideas, feel like our allies. We want them to win. We want to defend them. And other information or ideas are the enemy, and we want to shoot them down.”



The MOST
Dangerous  Phrase
IN THE Language
is,
“WE HAVE
ALWAYS
DONE IT
THIS WAY.”

Grace Hopper

Scout Mindset

Galef, 2016

- ▶ It's the drive not to make one idea win or another lose, but just to see what's really there as honestly and accurately as you can, even if it's not pretty or convenient or pleasant.
- ▶ Scouts are curious, open, and grounded.
- ▶ Self-worth as a person isn't tied to how right or wrong they are about any particular topic.
 - ▶ "Huh. Looks like I might be wrong. Doesn't mean I'm bad or stupid."



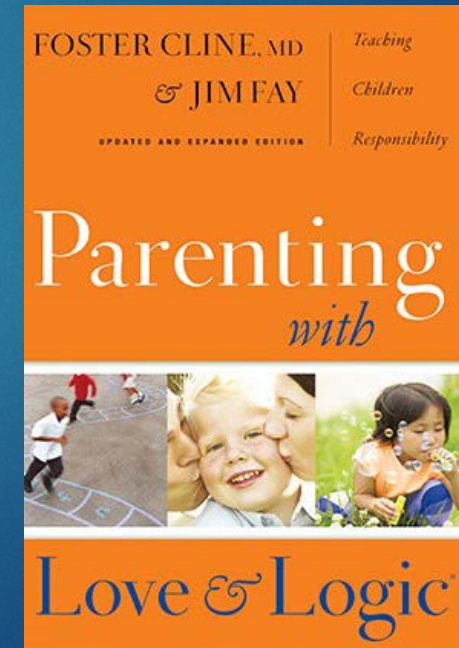
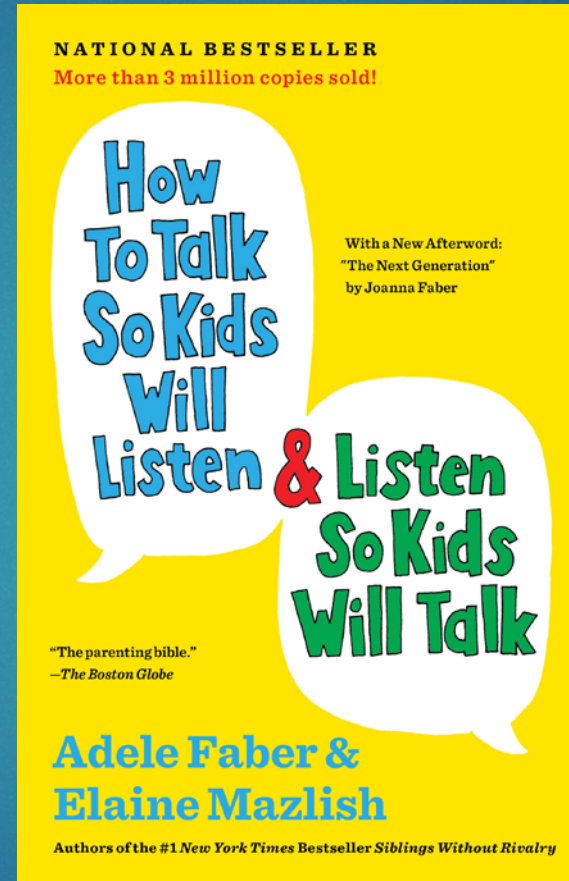
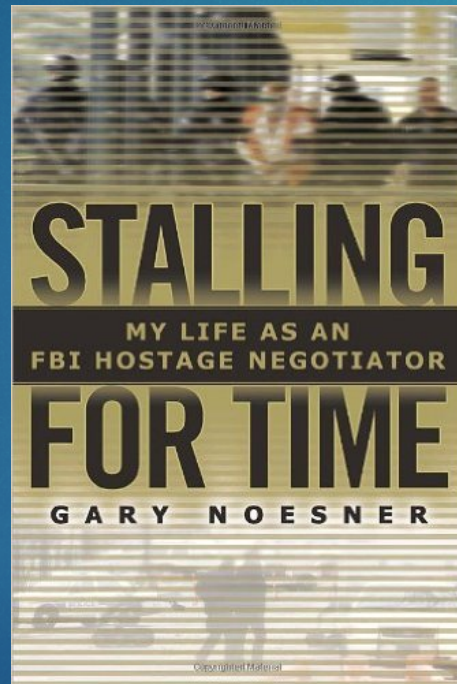
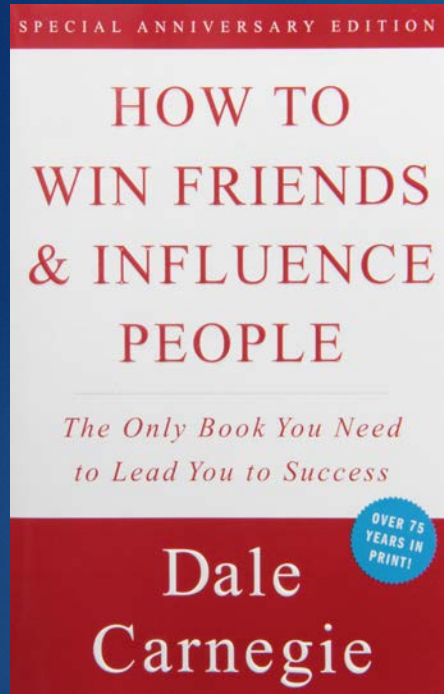
How?

**Be the change you wish
to see in the world.**

- Mahatma Gandhi

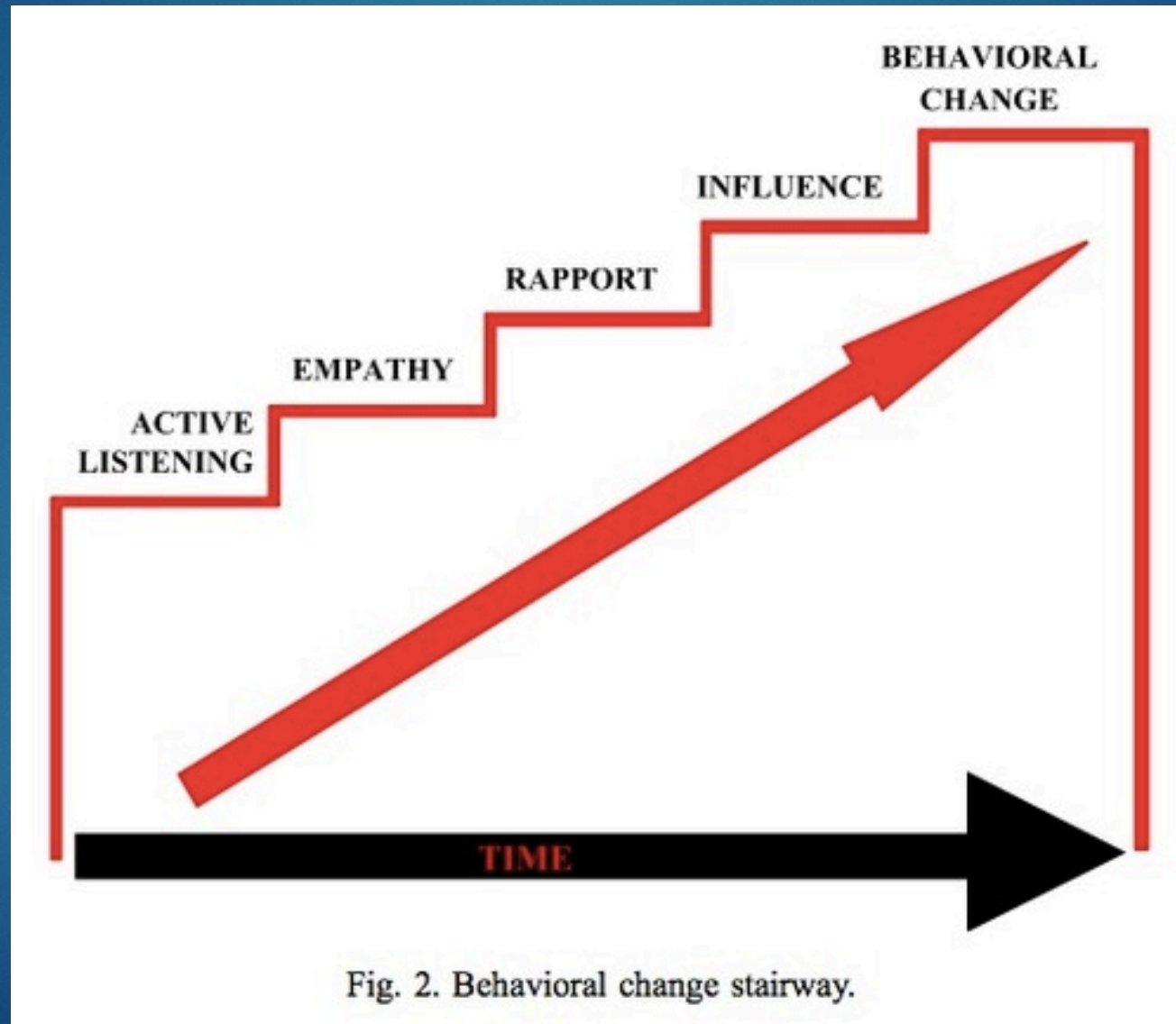


Communication



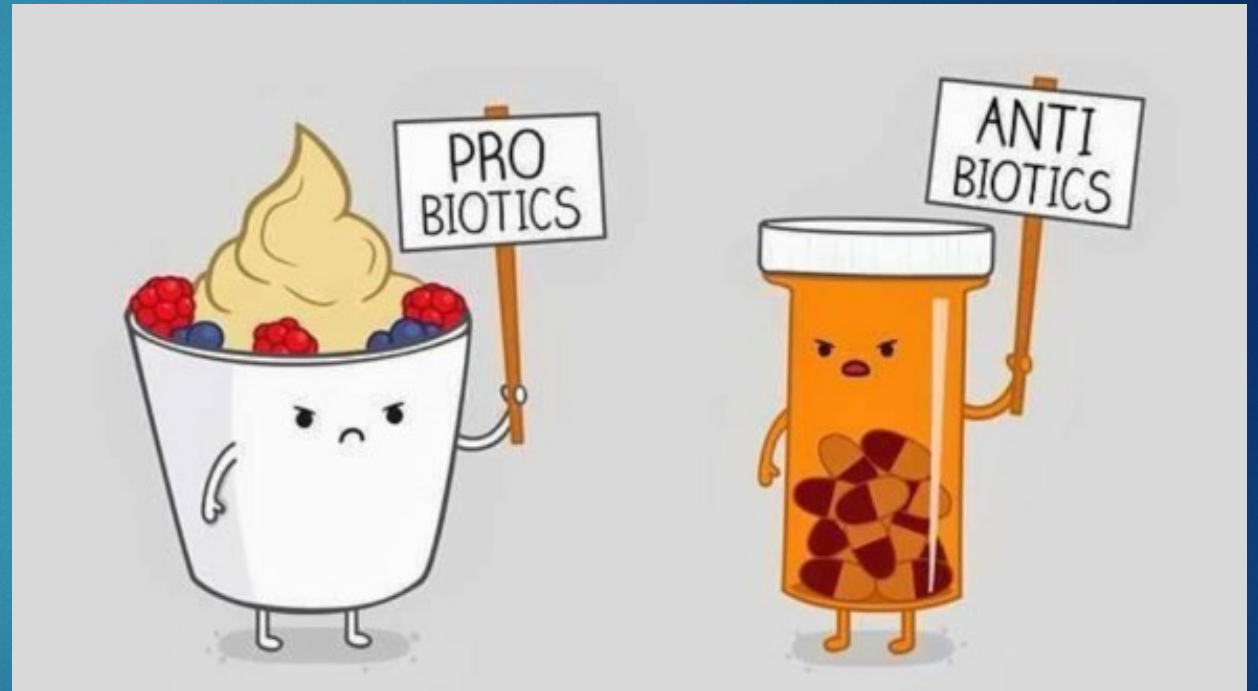


FBI Hostage Negotiation Technique



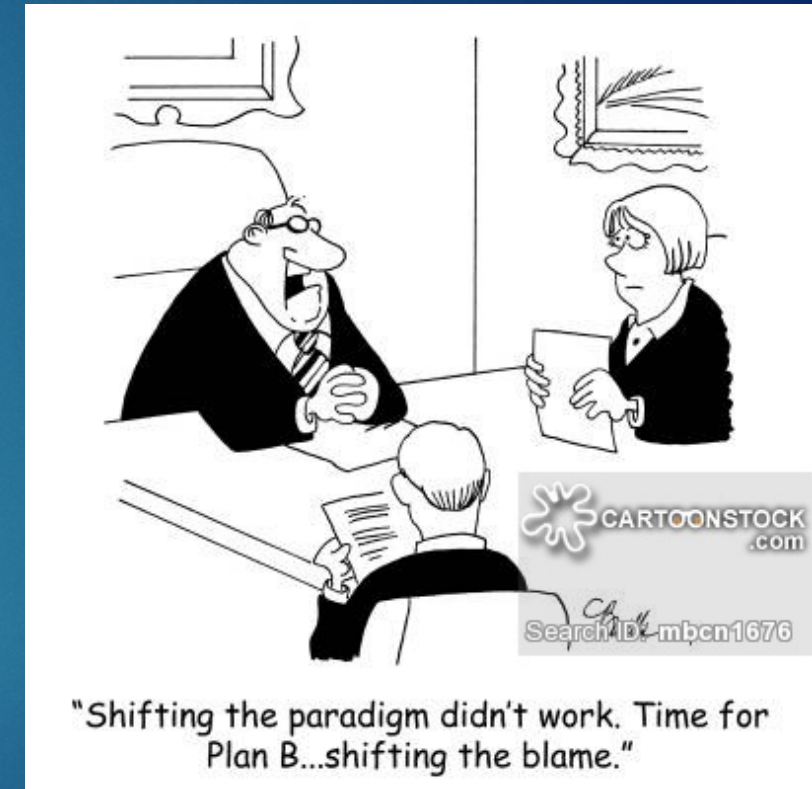
What most of us get wrong

- ▶ The most critical step is **Active listening**.
- ▶ Most people are *terrible* at listening.



What most of us get wrong

- ▶ Skip the first 3 steps
- ▶ Start at 4 (Influence) and expect the other person to immediately go to 5 (Behavioral Change).
- ▶ And that RARELY works.
- ▶ Saying "*Here's why I'm right and you're wrong*" might be effective if people were fundamentally rational.



There are 5 steps

- ▶ Active Listening
- ▶ Empathy
- ▶ Rapport
- ▶ Influence
- ▶ Behavioral Change



Active Listening



“Hear the Biography, not the ideology.” – David Scherer

Empathy

- ▶ Imaginatively entering into another persons feelings.
- ▶ You get an understanding of where they're coming from and how they feel.



Rapport

- ▶ Empathy is what *you* feel. Rapport is when *they feel it back*. They start to trust you.



Influence

- ▶ Now that they trust you, you've earned the right to work on problem solving with them and recommend a course of action.



Behavioral Change

- ▶ They act.



5 Strategies to Change Someone's Mind

- ▶ 1. Conduct an Interview
- ▶ 2. Reframe the Debate
- ▶ 3. Make It Their Idea
- ▶ 4. Customize Your Talking Points
- ▶ 5. Cop to the Holes in Your Argument

Staff interview questions (Wieczorek, et. al.)



Personal information

Please describe your responsibilities in this hospital.

Selection of BFHI

What is your role in relation to the implementation of the BFHI?

Why do you think BFHI was selected?

Who was involved and how was it decided to become Baby-Friendly?

Installation of BFHI

Once the decision to become Baby-Friendly has been made, what are the next steps to prepare BFHI operation?

Facilitators of and barriers to BFHI operation

Please describe the operation of the BFHI.

What are the challenges that your hospital experienced in becoming Baby-Friendly?

What are your general views and opinions about the BFHI?

How were barriers overcome?

Why are we seeking BFHI designation?

Category

Motives

Promoters and decision-making

Sub-category

Marketing tool

Improvement of existing services

Improvement of collaboration among professional groups

Individual persons in the role of change agents

Consensus of managers of different professional groups

Consent of top management

Common Facilitators of & barriers to BFHI

Category

Facilitators of BFHI operation

Barriers to BFHI operation

Sub-category

Skills of the staff

Management support

Getting staff on board

Lack of time and staff resources

Old patterns

Personal experiences

Lack of physician buy-in

Tensions between care for mothers and care for babies

Intra- and inter-professional discontinuation of the BFHI care-chain

Language and literacy barriers of mothers and their relatives

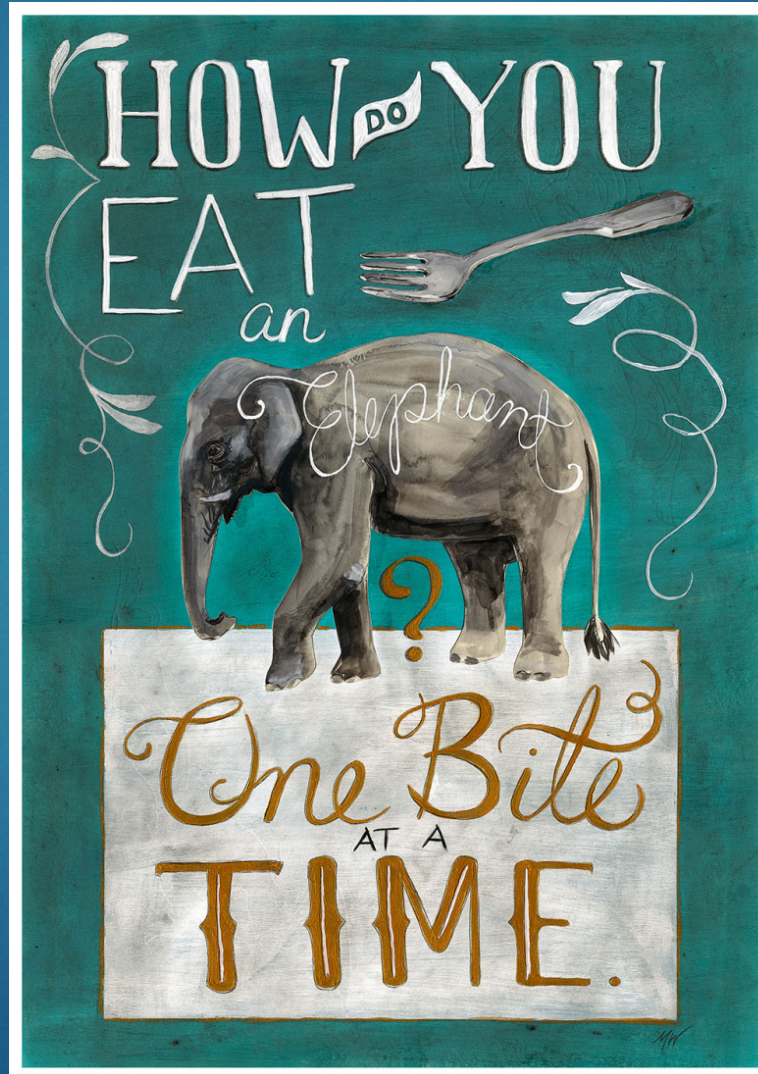
Expectations of mothers and their relatives

Where do I start?

- ▶ Tell staff that your hospital is going to work on BFHI
- ▶ Hold a meeting to discuss pros, cons, concerns
- ▶ Discuss meeting issues with Baby-Friendly task force
- ▶ Develop a strategy to address concerns/gaps
- ▶ Meet with staff regularly to assess and re-group
- ▶ Assess where you are, report back to staff with praise!



This is where we find ourselves



Boil the Frog!



The five hospital practices found to significantly impact breastfeeding duration are:

- 1) Infant is breastfed in the first hour after birth.
- 2) Infant is fed only breast milk in the hospital.
- 3) Infant stays in the same room with the mother in the hospital.
- 4) Infant does not use a pacifier in the hospital.
- 5) Hospital staff gives mother a telephone number to call for help with breastfeeding after discharge.

Continue to address staff

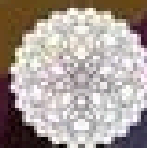
- ▶ Concerns box
- ▶ Staff meetings
- ▶ Discuss changes / ideas brought by the staff
- ▶ Re-frame or revamp as needed!



The background is a dark, rich brown with a complex, abstract floral and organic pattern. The pattern features various shades of purple, teal, green, and gold, with swirling, petal-like shapes and some circular motifs. The overall effect is one of depth and texture, reminiscent of a close-up of a flower or a microscopic view of organic matter.

**Change is hard at first,
messy in the middle, and
gorgeous at the end.**

Robin Sharma



HEART CENTERED
REBALANCING

references

- ▶ Wieczorek, C. C., Schmied, H., Dorner, T. E., & Dür, W. (2015). The bumpy road to implementing the Baby-Friendly Hospital Initiative in Austria: a qualitative study. *International Breastfeeding Journal*, 10, 3. <http://doi.org/10.1186/s13006-015-0030-0>
- ▶ Julia Galef *Why you think you're right-even if you're wrong* retrieved July 28, 2016
https://www.ted.com/talks/julia_galef_why_you_think_you_re_right_even_if_you_re_wrong/transcript