

STRENGTHENING HUMAN MILK BANKING:
A Resource Toolkit for Establishing &
Integrating Human Milk Bank Programs



**A Guide for Developing a
Communications Strategy**

6

Starting every life with mothers' milk

STRENGTHENING HUMAN MILK BANKING: A Resource Toolkit for Establishing & Integrating Human Milk Bank Programs

0. A Global Implementation Framework
1. An Assessment Tool for Determining Facility Readiness
2. Establishing Quality Assurance:
 - a. A Workshop for Developing a Hazard Analysis Critical Control Points Plan—Trainee Workbook
 - b. A Workshop for Developing a Hazard Analysis Critical Control Points Plan—Trainer Guide
 - c. A Guide for Creating Operational Standards
 - d. An Audit Template
3. A Guide for Conducting Monitoring & Evaluation
4. A Training Curriculum Template for Hospital and Human Bank Staff
5. A Guide for Track and Trace Documentation
6. A Guide for Developing a Communications Strategy
7. A Counseling Guide for Engaging Bereaved Mothers

This toolkit was developed as a comprehensive set of templates, standards, and tools to guide critical steps for establishing human milk banking as an integrated component within breastfeeding support and neonatal care, with in-depth focus on readiness, quality assurance, operations, auditing, training, monitoring and evaluation, and communications. These resources are freely available, globally accessible, and should be adapted to the local context to maximize effectiveness.

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ABBREVIATIONS

DHM *donor human milk*

HMBANA *Human Milk Banking Association of North America*

HMB *human milk bank*

MOM *mother's own milk*



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Photo: Northwest Mothers Milk Bank

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OBJECTIVES OF THIS GUIDE

- ▶ To facilitate the creation of effective campaigns for advocacy, awareness, and understanding of optimal nutrition for infant feeding.
- ▶ To foster communications that protect, promote, and support breastfeeding and ensure all infants have equitable access to human milk.
- ▶ To provide resources and templates to facilitate the development of effective communications strategies.

ABOUT THIS GUIDE

The purpose of human milk banks (HMBs) is to provide safe and high-quality donor milk to vulnerable infants who don't have access to their mother's own milk (MOM). The success of HMB programs depends on effective implementation and integration with broader newborn care and nutrition programs, with an ultimate aim to protect, promote, and support breastfeeding. Fostering an integrated approach of breastfeeding promotion, Kangaroo Mother Care, and provision of donor human milk (DHM) when needed is required to increase equitable access to human milk for all infants.

This tool is designed to provide guidance to HMBs for establishing communications messaging for this type of integrated and comprehensive approach, focused on protecting, promoting and supporting breastfeeding, in addition to increasing awareness of HMB. This document includes templates and a compilation of existing materials illustrating how a range of milk banks are conducting awareness. From a general overview of HMBs to donor recruitment and milk pasteurization, this guide provides information to facilitate the development of personalized communications strategies for new or existing HMBs.



Photo: PATH/Evelyn Hockstein

HOW TO USE THIS GUIDE

This guide primarily targets program managers and HMB staff members who are implementing or strengthening HMBs and need to create a communications strategy to provide education, promote awareness, and conduct advocacy. This guide outlines the steps needed to develop appropriate, targeted and effective communications strategies, building upon existing programs from HMBs around the world in diverse cultures and settings.

An effective communications strategy will use messages that appeal to the audience through the appropriate channels of communications. This document will provide guidance to identify the following:

- ▶ Stakeholder assessment
- ▶ Target audiences
- ▶ Influencers of target audiences
- ▶ Communication channels
- ▶ Key messages

The appendices include tables as templates to facilitate the step-by-step development of a communications strategy specific to the local setting and needs. The appendices also include linkages to a comprehensive array of actual examples of communications materials, which have been sourced from numerous HMBs across the globe, to be used or adapted (with acknowledgement) as building blocks for developing local resources.

The materials presented in this document are included with the goal of promoting breastfeeding and human milk donation; these resources may be freely used for educational or non-commercial purposes. Importantly, it is requested that materials used from this toolkit be accompanied by an acknowledgement line to indicate the original source. Use of materials from this toolkit is not approved to use for profit or commercial use.

ACTIVITY

- ▶ Activity sections are highlighted in **purple** and provide instruction for completing the tables in the appendices.

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Photo: PATH/Georgina Goodwin

SECTION 1: STAKEHOLDER ASSESSMENT

The purpose of conducting a stakeholder assessment is to identify and understand the overall local environment related to infant feeding, as well as the effect potential changes can have on stakeholders. The stakeholder assessment will help generate awareness, increase stakeholder buy-in, and set up meetings with key political leaders. Listed below are ideas that can aid in defining the current communication efforts, identifying key stakeholders, and recognizing immediate opportunities and obstacles that could be involved in working with stakeholders.



ACTIVITY

Make a list of resources and contacts; be sure to identify their relevant skills and assets to the human milk bank (HMB). Examples include:

- ▶ Staff and volunteers
- ▶ Contacts with media resources
- ▶ Facilities, including transportation, computers, meeting space
- ▶ Funds
- ▶ Access to other resources
 - What influence does mass media carry in your region? What are the communication channels are commonly used by your audience? (e.g., radio, TV, print, internet)

Make a list of community support and opposition for the HMB. Include levels of support and available resources. Examples include:

- ▶ Allies
- ▶ Opponents
- ▶ Unsure

Make a list of target audiences and potential influencers. Include their level of public understanding and support for change. Examples include:

- ▶ Policymakers (government, ministries of health)
- ▶ Community leaders
- ▶ Religious and cultural leaders
- ▶ Women who are not yet mothers
- ▶ Pregnant women/lactating mothers
- ▶ Bereaved mothers who are interested in donating human milk
- ▶ Fathers/families
- ▶ Caregivers of vulnerable infants
- ▶ Community members
- ▶ Healthcare providers
- ▶ Lactation support providers

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After completing this rapid identification of key stakeholders and resources, the next section will give guidance for the development of the communications strategy. If there is enough time and resources to make a stakeholder assessment, refer to the [Formative Assessment Protocol](#), otherwise a literary review of assessment done in similar countries may be helpful.

SEE TOOL #3

Strengthening Human Milk Banking: A Resource Toolkit for Establishing and Integrating Human Milk Bank Programs—A Guide for Conducting Monitoring and Evaluation.

Who is the target audience?

From the list of targets developed in stakeholder assessment, it is important to analyze their characteristics and define their potential roles as audiences, influencers, or barriers. A detailed description of each target will establish the foundation to develop an effective communications strategy for that audience.

The Process of Behavior Change¹ is a theoretical framework that has been effectively used in health communication. This framework suggests that audiences go through intermediate steps in the behavior change process. It recognizes that different audiences are at different stages of behavior, therefore may need different approaches through targeted messages or communication channels. Describe the target audience's stage of behavior to determine how close the audience is from the desired behavior.

The Process of Behavior Change model¹ describes audiences in the following stages:

- ▶ Pre-knowledgeable: is unaware of the problem or their personal risk.
- ▶ Knowledgeable: is aware of problem and has knowledge about the desired behaviors.
- ▶ Approving: is in favor of the desired behaviors.
- ▶ Intending: intends to personally take the desired actions.
- ▶ Practicing: practices desired behaviors.
- ▶ Advocating: practices desired behaviors and advocates them to others.

TIP: Identifying your target audience is the most important part of your communications strategy. Who will you target to reach your objectives, and what will influence and motivate them to support increasing access to human milk for all infants?

! ACTIVITY

Use Table 1 as an example to fill in the Target Audience Worksheet (Appendix 1).

Table 1. Example of Target Audiences Worksheet.

Target audience	Common characteristics	Stage of behavior change*	Known barriers to behavior change**	Sources of information for this audience***
Pregnant women/ lactating mothers	Age, marital status, income, education, occupation, motivation, perception, involvement, attitudes, lifestyle, culture, religion, ethnicity.	Pre-knowledgeable	<ul style="list-style-type: none"> ▶ Lack of knowledge about donating milk. ▶ Perceived acceptability of donating/ receiving donor human milk. ▶ No support to donate human milk. 	Qualitative and quantitative research conducted by non-governmental organizations or refer to the Formative Assessment Protocol .
Bereaved mothers				
Fathers/families				
Caregivers of vulnerable infants				
Community members				
Health care workers				
Policymakers				
Community leaders				
Religious and cultural leaders				

Complete the table in Appendix 1.

* Stage of behavior: Pre-knowledgeable, Knowledgeable, Approving, Intending, Practicing, Advocating.

** Think about accessibility, acceptability, affordability, availability.

*** If Formative Assessment Protocol was followed.

This table was adapted from "A Field Guide to Designing a Health Communication Strategy".²

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TIP: It is useful to make a list of local decision-makers and key influencers. These individuals can help the human milk bank achieve its objectives. After identifying decision-makers and key influencers, make another list of who or what influences them. Key influencers may be helpful to initiate a decision-maker's behavior change.

Who potentially influences the target audience?

After defining the characteristics of your target audiences and barriers they face to change their behavior, the next step is to determine who influences them. From the list of target audiences and potential influencers, identify who can be an influencer. Describe who can influence the target audience's behavior, how powerful is that influence, what their attitude is toward behavior change, and through what means of influence and channels of communication they obtain information.

REMEMBER: Who is the decision-maker? Who is the person with most influence over them?

! ACTIVITY

Use Table 2 as an example to fill in the Influencers Worksheet (Appendix 2). This worksheet should be paired with the Communication Channels Worksheet (Appendix 3), as they go hand-in-hand.



Photo: PATH/Evelyn Hockstein

Table 2. Example of Influencers Worksheet.

Potential influencers	Target audience	Estimated power of influence	Behavior change needed	Communication channels*	Source of information for target audience
Lactation counselors, health care providers	Lactating mothers	Strong	May know benefits of breastfeeding but need knowledge on HMB	Interpersonal, peer support group, mass media	Social network, radio, television, social media, hospital
Lactation counselors, health care providers	Bereaved mothers	Strong	Should know that donating milk can be helpful in the grieving process	Interpersonal, peer support group	Health care providers, lactation support groups
Lactating mothers, bereaved mothers Fathers/families	Community	Moderate (Strong)	Normalize breastfeeding and support human milk donation/use	Mass media, community events	Social media, campaigns, radio, television, posters
Religious and community leaders	Policymakers	Moderate	Determine the level of support for health communications strategies and the degree to which communication efforts are integrated into other health program initiatives	Interpersonal, community events	HMB staff and health care providers
Policymakers	Community	Moderate	Increase promotion of breastfeeding and increase awareness about use/benefits of safe DHM	Mass media, community events	Social media, campaigns, radio, television, posters
Lactating mothers, bereaved mothers Fathers/families	Policymakers	Low	Support policies that promote breastfeeding and milk donation and use, increase awareness of use/benefits of safe DHM	Interpersonal, community events	Social network, campaigns

(DHM: donor human milk; HMB: human milk bank)

* Interpersonal: one-to-one communication—e.g., health clinic worker to mother.

This table was adapted from "A Field Guide to Designing a Health Communication Strategy".²

SECTION 2: COMMUNICATION CHANNELS AND APPROACHES

Multiple channels are needed to generate behavior change in the target audience.² This toolkit presents a blend of communication channels, rather than giving emphasis to one particular type of channel.

- ▶ *Interpersonal channels* that focus on one-to-one communication and use verbal and non-verbal communication.
- ▶ *Community-oriented channels* use social networks (e.g., family, community, and peer support groups) and are effective with community norms.
- ▶ *Mass media channels* include the TV, news, and radio. Mass media is effective in establishing new social norms as they reach large audiences.
- ▶ *Social media* has become a key communication channel. Social media is commonly used on a daily basis and allows individuals to share information and engage in conversations.

The Pew Research Center provides information about usage of social media platforms in the article “Social Media Fact Sheet” (February 5, 2018): <http://www.pewinternet.org/fact-sheet/social-media/>.

ACTIVITY

Use Table 3 as an example to fill in the Channels of Communication Worksheet (Appendix 3). This worksheet should be paired with the influencers listed in your Target Audience Worksheet, as they go hand in hand. From the list of resources and contacts in the stakeholder assessment, considerations should be made for facilities, funds, and access to other resources to facilitate the completion of this activity. Contacts with media resources and access to other resources—such as radio, TV, and internet—will be important considerations to include.

Table 3. Example of Channels of Communication Worksheet.

Category of communication	Communication manager	Specific channels of communication	Directing key messages	Target audiences
Interpersonal	Health care providers (lactation counselors, doctors, and nurses)	<ul style="list-style-type: none"> ▶ Hospitals ▶ Factsheets ▶ Posters ▶ Videos 	Benefits of breastfeeding: encourage human milk donation to save lives, information on breast milk expression, provide help to breastfeed.	Lactating and bereaved mothers Fathers and families
Community-oriented	Lactation support groups, donating mothers	<ul style="list-style-type: none"> ▶ Social networks ▶ Community events 	HMBs provide safe and high-quality DHM that reduces mortality for premature infants without access to MOM.	Caretakers of vulnerable infants Community
Mass media	Ministry of health	<ul style="list-style-type: none"> ▶ TV ▶ Radio ▶ Newspapers ▶ Social media 	<p>Women who donate milk can save lives.</p> <p>Women need a supportive environment in the community and work place that promotes breastfeeding and human milk donation.</p> <p>HMBs facilitate an important link between nutrition and newborn care.</p>	General population, policymakers, community and religious leaders

(DHM: donor human milk; HMB: human milk bank; MOM: mother’s own milk)

This table was adapted from “A Field Guide to Designing a Health Communication Strategy”.²

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Directing key messages

In order to be effective in raising awareness and advocacy, you will need to communicate the correct messages to each target audience. From the list of resources and contacts in Section 1, staff and volunteers can play an important role in identifying the messages that work with target audiences.

Key Messages³

A key message should include: What? Why? What to do?

What? The information you will convey: facts, behaviors or problems.

Why? Rational for audience to take action (incentives: social, health, psychological, and financial).

What to do? Desired action: use donor human milk, give donor human milk, why donor human milk matters.

REMEMBER: First and foremost, human milk banks need to make sure a potential donor is providing sufficient breast milk for their own infant's needs before becoming a donor. Highlight the importance that only surplus milk or milk that has been pumped and will not be used should be donated. It is crucial to convey that human milk banks are not meant to pressure mothers to donate milk, and milk donation should not have implications on their health or daily lives. Mothers should donate only what is healthy for their own well-being and their infant's.

Translate your message into the different languages spoken in your region to ensure the same meaning is communicated throughout your materials.

- ▶ Verify clarity of the messages to target audiences to prevent linguistic or cultural misunderstandings.
- ▶ All materials and messages should be clear, easy to read, and suitable for all reading levels, avoiding technical language.
- ▶ Your message should be adapted across different cultural traditions or language groups to maintain effectiveness, clarity, and project positive cultural meanings.
- ▶ The same message may need to be reinforced several times with your target audience.
- ▶ An effective message will be simple, short, focused, and worth remembering.
- ▶ Personalizing the message is a good idea (our, me, us). For example, your breast milk can save lives. Our vulnerable infants need safe donor human milk (DHM) when mother's own milk (MOM) is not available.
- ▶ Sweet and sensitive messages are effective in HMBs, such as "share love," and creating a "village" where moms work together to ensure their infants are healthy and strong.

A GUIDE FOR DEVELOPING A COMMUNICATIONS STRATEGY

Here are a few examples of key messages targeting mothers; this is not an inclusive list for all audiences. This list could be used and tailored to your audience:

- ▶ Human milk saves lives.
- ▶ Donate milk, donate life.
- ▶ Women who donate milk can save lives.
- ▶ Donor human milk is the next best option when mother's own milk is not available.
- ▶ Premature and low birth weight infants should have access to safe and high-quality donor milk when their mother's own milk is not available.
- ▶ Safe and high-quality donor milk should be available when mother's own milk is not.
- ▶ Donating breastmilk can be an opportunity to heal after a loss.
- ▶ A supportive environment in the community and work place promotes breastfeeding and enables human milk donation.
- ▶ All infants have a right to the best nutrition: human milk.
- ▶ Everyone has a role to play to ensure mothers are supported and infants have human milk.
- ▶ Breastmilk provides the antibodies and nutrients that infants need.



ACTIVITY

Use Appendix 6. Index for Human Milk Bank Communications Resources, Templates, and Examples—Section 15. Key Messages PowerPoint for inspiration to tailor the key messages to your setting.

SECTION 3: IMPLEMENT ACTIVITIES TO ENGAGE TARGET AUDIENCES

The examples in this section provide guidance for developing a range of advocacy and engagement strategies. It is intended to help you select the right type of activity for your target audience, setting, and objectives.

REMEMBER:

- ▶ Create advocacy to protect, promote, and support breastfeeding.
- ▶ Create awareness and understanding of human milk bank processes.
- ▶ Increase awareness of the importance of human milk for all infants, including premature newborns who are not able to obtain mother's own milk.
- ▶ Empower women by encouraging and supporting their participation in a lifesaving intervention.
- ▶ Promote community engagement in advocacy for vulnerable infants who don't have a voice.

! ACTIVITY

Use Table 4 as an example to fill in the Communications Strategy template (Appendix 4) to facilitate the creation of effective campaigns for advocacy, awareness, and understanding of optimal nutrition for infant feeding.



Photo: © 2012 Bassam Almhohor/Chemonics International, Courtesy of Photoshare

Table 4. Example of Communications Strategy.

COMMUNICATIONS STRATEGY GOAL		
Protect, promote, and support breastfeeding and ensure all infants have equitable access to human milk.		
Outcome	Outputs	Activities
<p>Increase awareness of the importance of DHM for premature newborns who are not able to obtain MOM.</p> <p>Create awareness and understanding of HMB safety practices.</p> <p>Promote women’s empowerment.</p>	<p>Interpersonal</p>	
	<p>Distribute pamphlets and factsheets in facilities that were identified in list of resources and contacts in Section 1.</p> <ul style="list-style-type: none"> ▶ Antenatal clinics. ▶ Hospitals. ▶ Places where women work. ▶ Childcare centers. ▶ Pediatric primary care facilities. ▶ Postnatal wards. ▶ Maternity shops. 	<ul style="list-style-type: none"> ▶ Use previously identified key messages for target audiences. ▶ Print materials. <ul style="list-style-type: none"> • General information about HMB processes. • HMB safety and pasteurization. • Recruitment of human milk donors. • Process of donation. ▶ Provide contact information and available times of local lactation support resources within the community. <ul style="list-style-type: none"> • If possible, advertise the availability of a lactation support counselor at the HMB.
	<p>Community-oriented</p>	
	<ul style="list-style-type: none"> ▶ Use events to increase knowledge and integrate maternal health, breastfeeding, and social service advocacy efforts. 	<ul style="list-style-type: none"> ▶ Participate in commemorative health events and days, such as the World Human Milk Donation Day and World Breastfeeding Week. ▶ Celebrate women’s autonomy to feed their own infant. ▶ Host contests and giveaways for people to get involved in the campaign. ▶ Organize events with lactation support groups such as: <ul style="list-style-type: none"> • Latch-On Party; share photos of events in press and social media. • Milk donation drives.

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Outcome	Outputs	Activities
	<ul style="list-style-type: none"> ▶ Develop connections with civil society organizations for maternal and infant health and social service advocacy. 	<ul style="list-style-type: none"> ▶ Use previously identified allies from the list of community support in Section 1. ▶ Identify organizations that are interested in promoting an enabling and supportive environment for breastfeeding. ▶ Participate and support events that will facilitate partnership building with relevant organizations in health and social services. ▶ Share a policy brief social media toolkit. ▶ Organize twitter chat or ask me anything to dismiss myths regarding HMB and human milk donation.
	Mass media	
	<ul style="list-style-type: none"> ▶ Use identified contacts with media resources from resources and contacts list in Section 1 to establish alliances with media to regularly cover events. ▶ Create a blogging platform. 	<ul style="list-style-type: none"> ▶ Use local radio, TV channels, and newspapers that are most effective in disseminating the message at national and local levels. These should take into consideration means that reach remote/rural areas. ▶ Negotiate media space to air news and videos made by mothers and the community involved in human milk donation and lactation programs. ▶ Share women’s testimonials or donor milk stories through blogs and press. ▶ Create a video with family, community, or staff and share it on YouTube, Facebook, and social media using hashtags.

A GUIDE FOR DEVELOPING A COMMUNICATIONS STRATEGY

Outcome	Outputs	Activities
		<ul style="list-style-type: none"> ▶ Partner with organizations or sponsors (identified in list of community support in Section 1) to do a social media fundraising campaign, where a certain amount of money is donated per re-tweet, like, or post. ▶ Collaborate with peer support groups to promote breastfeeding and increase awareness about the importance of access to human milk for all babies.
	Advocacy champions	
	<ul style="list-style-type: none"> ▶ From list of community support in Section 1, select advocacy champions that use their voice to promote and support breastfeeding and DHM. 	<ul style="list-style-type: none"> ▶ High-visibility advocates: select a “godmother” of donation (public figure, actress, singer, etc.) that leads by example and advocates for supportive breastfeeding policies and promotes human milk donation. ▶ Celebrate community heroes and leaders through social media and local press. ▶ Follow up with donors by sending thank you notes or newsletters.
Documentation and knowledge sharing		
<ul style="list-style-type: none"> ▶ Highlight innovative and promising cases on health and social services to facilitate learning, scaling up, and advocacy. ▶ Share testimonials. ▶ Dismiss myths. 	<ul style="list-style-type: none"> ▶ Evidence-based cases are identified and documented through multi-media channels. <ul style="list-style-type: none"> ▶ Milk bank statistics. ▶ Benefits of breastfeeding and human milk. ▶ Promote women’s empowerment: “Women who donate milk can save lives.” <ul style="list-style-type: none"> ▶ Incentives: pin (to feel self-pride, ownership, and empowerment). 	

(DHM: donor human milk; HMB: human milk bank; MOM: mother’s own milk)

TIP: Events build and strengthen community bonds and support for all families. They also help to raise awareness and change the culture around breastfeeding and human milk banking.

Strategies for implementing activities

This section offers a series of simple steps to develop specific strategies or activities for the communications strategy. A communication plan must include different communication channels to be effective and reach a large and diverse audience.

! ACTIVITY

Use Table 5 as an example to fill in the Activity Structure and Timeline Worksheet (Appendix 5).

For each category of activity, consider the following:

- ▶ Target audiences identified in Section 1.
- ▶ Influencers identified in Section 1.
- ▶ Use the key messages that were defined in Section 2.
- ▶ Use communication channels selected in Section 2.



Photo: PATH/ Brittany Fiore-Silvast

Table 5. Example of Activity Structure and Timeline.

Category of activity and timeline	Parts to activity	Examples	Relevant links
Annual celebrations	<p>Create a theme</p> <p>Thanking donors for their efforts (2017 EMBA)</p> <p>The experience of donating (2015 Mothers Milk Bank of San Jose)</p> <p>Give Milk, Life Thanks (2013 Brazil)</p> <p>Use key messages defined in Section 2</p> <p>“Donate milk, donate life”</p> <p>“Every drop counts” (UKAMB)</p> <p>“Your breastmilk can save lives” (HMBANA)</p> <p>“Donating breastmilk is donating love” (Northwest Mothers’ Milk Bank)</p> <p>“Saving babies drop by drop” (Northwest Mothers’ Milk Bank)</p> <p>Campaign materials</p> <p>Pens, caps, stickers, posters</p> <p>Social media</p> <p>Share tweets and posts; use hashtags, DHM recipients’ testimonials, images and videos</p>	<p>World Breastfeeding week (August 1st to 7th)</p> <p>World Human Milk Donation Day (May 19th)</p> <p>World Prematurity Day (November 17th)</p>	<p>2018 World Day of Human Milk Donation (#MilkDonationDay) Media Resource HMBANA</p> <p>Milk Donation Campaign, Brazil http://portalarquivos.saude.gov.br/campanhas/doacaodeleite/</p> <p>World Day of Human Milk Donation, Jalisco, Mexico http://www.iberblh.icict.fiocruz.br/index.php?option=com_content&view=article&id=844Itemid=60</p>

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Category of activity and timeline	Parts to activity	Examples	Relevant links
Community events (Every 3–4 months)	<p>Provide information on the volume of milk donation and the number of infant recipients served.</p> <p>Give certificates of recognition to donors.</p> <p>Display videos: testimonials of recipients, process of donation.</p> <p>Share photos of events in press and social media.</p> <p>Have guides speakers who can discuss myths of breastfeeding and donation.</p> <p>Conduct workshops reviewing milk expression, milk storage, and hand washing.</p> <p>Have prizes.</p> <p>Provide games, music or other entertainment.</p>	<p>Use communication channels that were identified to be successful with the target audience in Section 2.</p> <p>Latch-On Party</p> <ul style="list-style-type: none"> ▶ Record number of breastfeeding people at your location ▶ Record number of children breastfeeding during the count ▶ Record total attendance to the event (including children) ▶ Give guidance from Lactation counselors ▶ Mother and baby dance <p>Milk donation drives</p> <p>Pints for preemies</p>	<p>Breastfeeding Party “Latch on”, Mexico https://youtu.be/ymFkn7oLICg</p> <p>Breastfeeding at work, Mexico https://youtu.be/P7Klvg8FwyY</p> <p>Pint for preemies, The Milk Bank, Indiana https://www.themilkbank.org/pfp18</p> <p>Dispel myths, Human milk bank Philippines http://hmb.ph/dispellMyths.php</p> <p>Dispelling myths, Gillian Weaver, United Kingdom https://www.aims.org.uk/journal/item/myth-busting-milk-banking</p> <p>Fundraising riders, UKAMB United Kingdom Association for Milk Banking http://www.ukamb.org/fundraising-relay-riders-uk/</p> <p>Press release: firefighters collect donated human milk in Manaus, Brazil http://d.emtempo.com.br/mova-se-saude/106277/bombeiros-realizam-coleta-de-leite-materno-em-manaus</p>
Women’s empowerment (Ongoing basis)	<p>Use influencers that were identified in Section 1.</p> <p>Celebrate community heroes and leaders through social media and local press.</p>	<p>“Godmother” of donation, Brazil</p>	<p>Human Milk Donation Campaign 2018, Brazil Godmother of donation Sheron Menezzes, https://youtu.be/N0jFPsohl5l</p> <p>Women empowerment Northwest Mothers Milk Bank, local media, USA http://www.ktvz.com/health/central-oregon-milk-donors-help-preterm-infants/69130010</p>

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Category of activity and timeline	Parts to activity	Examples	Relevant links
Social media (Outreach on ongoing basis)	<p>Use communication channels that were identified to be successful with the target audience in Section 2.</p> <p>Twitter chat or “ask me anything” pages where the community can post anonymous questions about lactation, human milk, and donation.</p> <p>Host giveaways or contests.</p> <p>30-day challenge—share an image a day for a month; highlight breastfeeding benefits and milk donation.</p> <p>Share PATH’s policy brief⁴ and social media toolkit.</p> <p>Share donor testimonials.</p>	HMBANA hashtags ⁶ #DonorMilkEquity #NonprofitMilkBanks #HumanMilk #DonorMilk #MilkDonor #Breastfeeding #Pumping #Normalize Breastfeeding #PaidLeave #MilkDonationDay #NICU #Premie	<p>Example of video to share on social media, Human Milk Bank, Da Nang Hospital for Women and Children, Vietnam, Alive and Thrive https://www.youtube.com/watch?v=kBiKGGOUkh0</p> <p>Benefits of breastfeeding, AllattandoVI Italy https://youtu.be/2K3Clk4gP3k</p> <p>Testimonials AIBLUD, Italy http://www.aiblud.com/testimonianze/</p> <p>Sharing stories, Milk Matters, South Africa http://milkmatters.org/donating-milk/sharing-stories-thanks/</p> <p>Testimonial, Association des lactariums de France, France https://france3-regions.francetvinfo.fr/nouvelle-aquitaine/2013/01/08/lactariums-le-don-de-lait-maternel-176755.html</p> <p>Testimonials, Brostmjolk for livet, Milknet, Sweden http://www.brostmjolkforlivet.se/Matilda.html</p> <p>Facebook page, Ngan Hang Sua Me, Vietnam https://www.facebook.com/nganhangsuameDanang/</p> <p>Facebook page, Banco de Leche USS Occidente de Kennedy, Colombia https://www.facebook.com/Banco-de-Leche-Humana-Hospital-Occidente-de-Kennedy-ESE-702711273099514/</p> <p>Instagram, Associazione Italiana Banche del Latte Umano Donato (AIBLUD) https://www.instagram.com/aiblud_onlus/</p> <p>Twitter, The Hearts Milk Bank, UK https://twitter.com/heartsmilkbank</p> <p>Twitter, Banco de Leche Instituto Nacional de Perinatologia, Mexico https://twitter.com/INPer_mx</p>

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Category of activity and timeline	Parts to activity	Examples	Relevant links
Bereavement (Every 3-4 months)	Host a mother's appreciation event for bereaved donors. Give a special gift for bereaved donors. Send out thank you letters. Share stories of bereaved donors. Offer lactation support after the loss of a baby.	Example messages: "A gift of hope, Donating breastmilk after a loss" Northwest Mothers Milk Bank "Every baby deserves human milk and every grieving parent deserves to heal." Mothers' Milk Bank, Austin "The loss of a child is devastating. Our community at the Mothers' Milk Bank is deeply honored to support mothers and families processing and coping with bereavement. Our hearts are with you, and we will be of help to you in many different ways. It is our aim to be your support, friend and ally at this time in your life." Mothers' Milk Bank, California	California Breastfeeding Coalition "Lactation after a loss" resources http://californiabreastfeeding.org/wp-content/uploads/2016/02/REFERENCE-LIST-final-Lactation-After-Loss-1-11-16.pdf Mothers' Milk Bank of North Texas https://www.texasmilkbank.org/bereavement Northwest Mothers Milk Bank, Oregon https://www.donatemilk.org/donate-after-a-loss The Milk Bank, Indiana https://www.themilkbank.org/donate-after-a-loss/
Follow up with donors (Ongoing basis)	Send personalized thank you letters to donors. Send a monthly newsletter to current and previous donors highlighting local breastfeeding support resources and community events to support mothers and infants. Share images and videos on social media of donor mothers breastfeeding and infants receiving milk and recovering from hospitalization.		Thanks for saving my life video, Merci de m'avoir sauve la vie, HEMA-Quebec https://youtu.be/WQ3ideKZBtQ

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Category of activity and timeline	Parts to activity	Examples	Relevant links
<p>Messaging for specific populations (Ongoing basis)</p>	<p>Use communication channels and facilities that were identified in previous sections.</p> <p>Obtain shareable permission, such as a letter, from religious leaders.</p> <p>Create a press release.</p> <p>Share brochures, pamphlets, etc. at antenatal clinics and maternity wards.</p> <p>Share messages through different communication channels (e.g., public space advertising: bus stops, train stations, malls, etc.).</p>		<p>Messaging for Muslim population, Association des lactariums de France, France http://association-des-lactariums-de-france.fr/wp-content/uploads/ipp_don_lait_population_musulmane.pdf</p> <p>Emergency crisis, Banco de leche Instituto Nacional de Perinatologia, Mexico https://www.google.com/url?sa=i&source=images&cd=&ved=2ahUKEwit7YC6uuDcAhVJc98KHYKRBrcQjhx6BAGBEAM&url=https%3A%2F%2Ftwitter.com%2FINPer_mx%2Fstatus%2F912745790828941312&psig=AOvVaw2pDh35aP74r8q_8SyewSD&ust=1533920804944922</p> <p>Emergency crisis, IBFAN http://worldbreastfeedingweek.net/wbw2009/images/icdc_%20focus_english.pdf</p>

(AILBUD: Associazione Italiana Banche del latte umano donato; DHM: donor human milk; EMBA: European Milk Banking Association; HMBANA: Human Milk Bank Association of North America; IBFAN: International Baby Food Action Network; NICU: neonatal intensive care unit; UKAMB: United Kingdom Association for Milk Banking.)

5 Things to remember

- 1** Initiate breastfeeding soon after birth, preferably within one hour of birth.
- 2** Do not discard the thick and yellow breast milk (colostrum) that flows for first 2-3 days after delivery. It contains important nutrients to keep infections at bay and acts as a first immunization for the baby.
- 3** Do not give honey, water, janam ghutti etc. during the first six months.
- 4** Exclusively breastfeed your baby for the first six months. It gives your baby complete nutrition for a healthy head start in life. Do not give cow or powder milk.
- 5** Breastfeed your baby frequently on demand.

Do you know?

- If your child urinates minimum 6 times a day, it means the child is feeding well.
- New born babies double their weight in 5 months and triple their weight in 1 year.
- Early or fore milk contains water hence meets your child's water requirements for the first six months.

HELPING MOTHERS TO BREASTFEED

MABA NATIONAL MILK BANKING ASSOCIATION OF INDIA
 NATIONAL HEALTH MISSION
 PATH

Example leaflet of a breastfeding promotion campaign in India.

STRENGTHENING HUMAN MILK BANKING

Example materials by category

Templates are available for modeling and adapting to the needs of your audience. The examples listed below can be used for inspiration and to understand the breadth and range of communications strategies from different HMBs. This information can be displayed in different formats, such as factsheets, pamphlets, brochures, posters, infographics, etc.

Some of these materials may be targeted and adapted towards specific or broad audiences; for example, general milk bank information may be provided to the general public, while information on the Process of Becoming a Donor may be directed toward both lactating and bereaved mothers and pregnant women.

The United States Breastfeeding Committee created a library of images to be used as a free resource with the purpose of promoting a positive portrayal of breastfeeding support. You must read and agree to the following Terms of Use (“Terms”) before accessing the images in the Image Gallery (“Landscape of Breastfeeding Support Image(s)”). www.usbreastfeeding.org/photo-project.

Social media guide

This section provides brief guidance and advice on how to utilize and apply social media platforms to facilitate the communication of HMB messaging.

After defining the target audience, identify a social media manager for the HMB who can focus on utilizing social media platforms to promote breastfeeding and the HMB. Monitoring digital conversations to understand the audience is called social listening; this can help you understand how your audience interacts in social media platforms. Define which platforms you will use and create a feasible and sustainable strategy for communicating your message for each one.

An effective strategy will need some planning. Set up accounts and make sure these are monitored closely by responding frequently to followers and keeping the profile up to date.

Refer to Appendix 6. Human Milk Bank Communications Resources, Templates, and Examples for links to the following comprehensive resources.

1. Breastfeeding promotion
2. General human milk bank information
3. Process of becoming a donor
4. Donor recruitment
5. Donor human milk safety and pasteurization
6. Human milk bank statistics
7. Community events and international holidays
8. Testimonials
9. Bereavement
10. Champions of breastfeeding
11. Women’s empowerment
12. Frequently asked questions
13. Messaging for specific populations
14. Social media
15. Key messages

See Appendix 6. Index for Human Milk Bank Communications Resources Templates and Examples, Section 14. Social Media.

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It may be beneficial to create a social media calendar and define a posting schedule with dates and times and different activities (posting images, videos and links). It is important to assign the task or managing social media to someone that is already familiar with engaging in social platforms. The power of social media should not be taken lightly; it can have positive or negative implications—consider having a second person review all communication efforts before posting.

You can find free social media templates that could be used to create your social media schedule in Hootsuite's blog post "7 Social Media Templates to Save You Hours of Work" (June 27, 2017): <https://blog.hootsuite.com/social-media-templates/>

General advice⁵

- ▶ Create content that your target audience would like to share. People want to define themselves through their social media interaction—they want to be helpful to others and make a difference.
- ▶ Think about how you would communicate HMB messaging to friends and family, and remember that you have limited time to get your audience's attention.
- ▶ Keep in mind the perspective of the target audience and try to portray the key messages in a way that keeps the audience engaged. For example: "Can you tell your story"; "Do you have a freezer full of milk and want to do something good with it?"⁶
- ▶ Portraying emotion can make a great impact whether or not you have high-resolution photos; sweet and sensible messages tend to be more effective in an HMB.
- ▶ It is best to create a personal voice and use common language to be more relatable. Remember that text should be easy to read on a cellphone screen.
- ▶ Telling stories helps to recruit donors.

Refer to the following document for more guidance on social media marketing: [HMBANA's Social Media Board Presentation Notes, by Sybil Sanchez, MIA, CLC, HMBANA Associate Director.](#)

TIP: Communicating with donors on a regular basis is very important. Using newsletters or social media platforms, express gratitude for donors' efforts.

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These are some of the social media platforms you can use:

Twitter

Twitter is an effective tool for building and engaging community. It can be used as a public conversation with state and national representatives. Here are some definitions and strategies for using Twitter:

- ▶ Handle: @username is used to get a specific user's attention.
- ▶ Mention: when @username is included in a tweet.
- ▶ Retweet: a tweet you forward to your followers. RT always retains original attribution.
- ▶ Like: when a user presses the "heart" symbol under a tweet indicating that they support the tweet
- ▶ Reply: a direct response to a tweet.
- ▶ Hashtag: any word or phrase immediately preceded by the # symbol.
- ▶ Trend: a topic or hashtag determined algorithmically to be one of the most popular on Twitter at that moment.

Refer to [Policy Brief: Ensuring equitable access to human milk for all infants–Social Media Toolkit](#).

Facebook

Facebook can be used as a tool for sharing longer messages, visual material, or more in-depth content by attaching a link. It can be used to engage with the community by creating and sharing events and spread HMB messaging.⁵

- ▶ You can share posts with photos or videos.
- ▶ You can create public events where you can invite your target audience and share photos and posts with the event details.

The Facebook Help Center provides guidance on "How to Create an Event:"

<https://www.facebook.com/help/210413455658361>

- ▶ Infographics work better when you use a simple question or sentence and visual aid.
- ▶ Breaking up infographics into a series of less-dense images will create more content and be easier to see.
- ▶ Partner with organizations that can help you expand your outreach.

Instagram

Instagram is a photo and video sharing social network that can be used to create relationships and engage with community. It can be used as a tool to change the culture around breastfeeding.⁵

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- ▶ It is best to create a Business Profile for an HMB.
- ▶ This platform is quick, and in order to keep followers engaged, try to respond to comments on the shared photos. You can keep track of these by turning on notifications for posts.
- ▶ You can interact with followers by doing “shoutouts;” this is when a user tags another post on their account—this can help increase your outreach.
- ▶ It is also helpful to give shoutouts to other community members to increase their buy-in—e.g., giving a shoutout to dads who drop off milk.
- ▶ You can repost posts from individuals you identify as breastfeeding champions who have many followers or from organizations that share key messages about breastfeeding promotion and DHM. Make sure that you give proper credit.

To learn about reposting, go to “How to repost on Instagram” (May 23, 2018) on the Digital Trends website: <https://www.digitaltrends.com/social-media/how-to-repost-on-instagram/>

- ▶ Using hashtags is a good way to get more followers.
- ▶ Figure out what time and days increase your social reach.
- ▶ Focus on people’s faces, minimizing or eliminating branding.

TIP: Even though outreach can be done through social media, a lot of the work can also be carried out on the ground. Distributing flyers in farmer’s markets, doctor’s offices, etc. has been a successful strategy for some HMBs.

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⁵1,000 Days, Upswell. (Producers). *The Potential of Social Media for Advocacy—World Breastfeeding Week Webinar Series*; 2018. Retrieved from <https://vimeo.com/277320509/fe76f54950>.

⁶Human Milk Banking Association of North America (HMBANA). *2017 World Day of Human Milk Donation (#MilkDonationDay) Media Resource*. Fort Worth, TX, USA: HMBANA; 2017.

⁷Anigbo L, Root E. (Producers). *California's 2018 World Breastfeeding Week Lactation Accommodation Campaign: Social Media Skill Building Workshop [Video Webinar]*. California Breastfeeding Coalition; 2018. Retrieved from <http://californiabreastfeeding.org/event/world-breastfeeding-week-2/>.

APPENDIX 1. TARGET AUDIENCES WORKSHEET

Target audience	Common characteristics	Stage of behavior change*	Known barriers to behavior change**	Sources of information for this audience***

* Pre-knowledgeable, knowledgeable, approving, intending, practicing, advocating.

** Accessibility, acceptability, affordability, availability.

*** If Formative Assessment Protocol was followed.

This was adapted from "A Field Guide to Designing a Health Communication Strategy".²

APPENDIX 2. INFLUENCERS WORKSHEET

Potential Influencers	Audience	Estimated power of influence	BEHAVIOR change needed	Communication channels*	Source of information for target audience

* Interpersonal: one-to-one communication—e.g., health clinic worker to mother.

This was adapted from "A Field Guide to Designing a Health Communication Strategy".²

APPENDIX 3. CHANNELS OF COMMUNICATION WORKSHEET

Category of communication	Communication manager	Specific channels of communication	Directing key messages	Target audiences
Interpersonal				
Community-oriented				
Mass media				

This was adapted from "A Field Guide to Designing a Health Communication Strategy".²

APPENDIX 4. COMMUNICATIONS STRATEGY

COMMUNICATIONS STRATEGY GOAL		
To provide a communication framework for an enabling environment for the work of the human milk bank		
Outcome	Outputs	Activities
	Outreach and communication	
	Media	
	Commemorative events	
	Citizen engagement and civil society participation	
	Advocacy champions	
	Documentation and knowledge sharing	

APPENDIX 5. ACTIVITY STRUCTURE AND TIMELINE

Category of activity	Steps	Timeline

APPENDIX 6. INDEX FOR TEMPLATES AND RESOURCES

1. Breastfeeding promotion

1. Breastfeeding promotion PPT

1.1. Templates

- 1.1.1. How to collect breastmilk for donation pamphlet
- 1.1.2. How to express breastmilk for donation pamphlet

1.2. Examples

- 1.2.1. Helping mothers to breastfeed booklet, PATH
- 1.2.2. KMC booklet, PATH
- 1.2.3. How to breastfeed your baby, UNICEF
- 1.2.4. Breastfeeding is universal, UNICEF
- 1.2.5. Improved rates of breastfeeding lead to, UNICEF
- 1.2.6. Work to support and promote breastfeeding, CDC
- 1.2.7. The Ten Steps to Successful Breastfeeding, WHO, UNICEF
- 1.2.8. Breastfeeding, The Goal, WHO, 1000 DAYS
- 1.2.9. Infant feeding in disasters and emergencies, AAP

2. General human milk bank information

2. General human milk bank information PPT

2.1. Templates

- 2.1.1. General human milk bank information infographic

2.2. Examples

- 2.2.1. Integrated human milk bank infographic, PATH
- 2.2.2. Comprehensive Lactation Management Centre (CLMC), PATH
- 2.2.3. Know your CLMC booklet, PATH
- 2.2.4. NWMMB pamphlet
- 2.2.5. HMBANA Position Paper on Donor Milk Banking

3. Process of becoming a donor

3. Process of becoming a donor PPT

3.1. Templates

- 3.1.1. Process of becoming a donor infographic
- 3.1.2. How to express breastmilk for donation pamphlet

3.2. Examples

- 3.2.1. Comprehensive Lactation Management Process, PATH
- 3.2.2. BC Women's Provincial Milk Bank, Collect and Store Milk for Donation, 2016
- 3.2.3. Ngân Hàng Sữa Mẹ Đà Nẵng, Vietnam, Process of becoming a donor
- 3.2.4. Mapa de procesos Banco de Leche Materna Hospital 12 de octubre
- 3.2.5. Mothers' Milk Bank, RMCHF, Process of becoming a donor
- 3.2.6. NWMMB Process of becoming a donor
- 3.2.7. Mothers' Milk Bank of North Texas Parent Guide English

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4. Donor recruitment

4. Donor recruitment PPT

4.1. Templates

4.1.1. Donor recruitment infographic

4.1.2. Donor recruitment flyer

4.2. Examples

4.2.1. Un Amore Grande, AllattandoVI, Italy

4.2.2. Instrucciones para donantes Banco de Leche, Spain

4.2.3. Donor Guide, Banco de leche materna Euskadi, Spain

4.2.4. Doe leite materno, rBLH, Fiocruz, 2013

4.2.5. Doe Leite Materno, rBLH, Fiocruz, 2018

4.2.6. BC Women's Provincial Donor Qs As Handout, June 2016

4.2.7. Donor recruitment, NWMMB

4.2.8. Banco de leche materna Euskadi, Spain, Poster

4.2.9. Information for parents, Hearts Milk Bank

5. Donor human milk safety and pasteurization

5. DHM safety and pasteurization PPT

5.1. Templates

5.1.1. Milk safety, PATH

5.1.2. How to collect your breastmilk brochure

5.1.3. Hygiene breast pump pamphlet

5.2. Examples

5.2.1. Handling Milk in the Hospital, Mothers' Milk Bank of North Texas

5.2.2. Milk safety and pasteurization, NWMMB

5.2.3. Instructions for Collecting and Storing Breastmilk for Donation, NWMMB

5.2.4. Mother to Mouth, Mothers' Milk Bank of North Texas

5.2.5. CDC Breast pump fact sheet (English and Spanish)

5.2.6. Comprehensive Lactation Management Process, PATH

6. Human milk bank statistics

6. Human milk bank statistics PPT

6.1. Templates

6.1.1. Human milk bank statistics flyer

6.2. Examples

6.2.1. Human milk bank statistics, rBLH Fiocruz, Brazil

6.2.2. Human milk bank statistics, Northwest Mothers Milk Bank

7. Community events and international holidays

7. Community events and international holidays PPT

7.1. Examples

7.1.1. Celebracion de aniversario de Banco de Leche, Banco de leche Madrid

7.1.2. Monitoramento_2016, rBLH Fiocruz

7.1.3. Campanha-de-amamentacao 2018 rBLH, Fiocruz

7.1.4. World Day of Human Milk Donation Media Resource, HMBANA

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8. Testimonials

8. Testimonials PPT

9. Bereavement

9. Bereavement PPT

9.1. Templates

9.1.1. Bereavement and breast milk booklet template

9.2. Examples

9.2.1. Bereavement brochure, NWMMB

9.2.2. Bereavement brochure, MMBNT

9.2.3. HMBANA Newsletter, 201505

10. Champions of breastfeeding

10. Champions of breastfeeding PPT

11. Women's empowerment

11. Women's empowerment PPT

11.1. Examples

11.1.1. Breastfeeding comic, rBLH, Fiocruz, 2008

11.1.2. Advocacy brief on BF and gender equality, UNICEF

11.1.3. Breastfeeding best start for your baby, UNICEF

11.1.4. Campanha-de-amamentacao, rBLH, Fiocruz, 2015

11.1.5. Superpoders Dona, Banc de Sang, Teixts, Spain

11.1.6. Dona Llet Materna, Banc de Sang, Teixts, Spain

12. Frequently asked questions (FAQ)

12. FAQ PPT

12.1. Templates

12.1.1. FAQ flyer

12.2. Examples

12.2.1. Banco de leche materna Euskadi, Spain PAMPHLET

12.2.2. BC Provincial Milk Bank Recipient Mother Qs As Handout, June 2016

12.2.3. Mothers' Milk Bank, RMCHF, Fact sheet

13. Messaging for Muslim populations

13. Messaging for Muslim populations PPT

13.1. Examples

13.1.1. Shia Muslim Case Study Tabriz Human Milk Bank

13.1.2. Association des lactariums de France, don lait population musulmane

13.1.3. Tabriz_logo

13.1.4. Tabriz_recruitment_poster

13.1.5. Tabriz_recruitment_brochure

13.1.6. Tabriz_Muslim_KMC

13.1.7. Tabriz_processing_HMB photos

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14. Social media

- 14.1. Facebook PPT
- 14.2. Instagram PPT
- 14.3. Twitter PPT
- 14.4. Policy brief social media toolkit, PATH

15. Key messages

- 15. Key messages PPT

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Photo: PATH/Evelyn Hockstein

Our vision is that **all children have the best nutrition for a healthy start in life**—through their own mother’s breast milk or, when that’s not possible, with safe donor human milk.



Of all the known approaches, breastfeeding has the greatest potential impact on child survival.

Scaling up breastfeeding to a near-universal level could prevent an estimated 823,000 deaths in children under the age of five worldwide every year.

It’s especially lifesaving in resource-limited settings, where a non-breastfed child’s risk of death is six

times that of a breastfed child. Integrating human milk banks into newborn and nutrition programs ensures that all infants have access to human milk, including vulnerable, preterm, and low-birthweight infants who lack sufficient mother’s own milk. This toolkit of

templates and resources serves as a systems strengthening guide for integrating human milk banking, making available safe and quality donor human milk for vulnerable infants, with a goal to ensure optimal lactation support and breastfeeding practices.

For more information, visit www.path.org