USBC Updates

CDC-USBC Coalitions Webinar
February 10, 2015

Megan Renner, Executive Director
Amelia Psmythe, Deputy Director

HEADQUARTERS UPDATES
Staff Team and Consultants

- Now eight employees on the team, plus individual specialist consultant for meeting planning
  
  www.usbreastfeeding.org/staff

- Other outsourced or consultant services:
  accounting, web hosting, IT project management, facilitation, Collective Impact coaching, racial equity consulting

2nd Virtual Town Hall Meeting

- 56 attendees contributed to online conversation: audio & chat room

- Sparked by 4 speakers:
  - Andrea Serano, Reaching Our Sisters Everywhere
  - Ashley Boyd, MomsRising
  - Brenda Reyes, HealthConnect One
  - Genevieve Colvin, BreastfeedLA
National Lobbyist Networking Call

- 26 attendees from national organizations
- Conversation sparked by speakers from:
  - National WIC Association
  - American Civil Liberties Union
  - Baby-Friendly USA
  - National Partnership for Women & Families, supporting efforts for the Work-Family Coalition
  - Center for Science in the Public Interest, coordinating efforts for the National Alliance for Nutrition and Activity (NANA)

Welcome Congress

- Petition “welcome” note
  - 15,000+ individual signatures
  - Priority “asks” for Congressional action in Communities, Health Care, and Employment areas
- State Fact Sheets for all 50 states
  - HP2020 objectives
  - Federally funded breastfeeding projects
  - Elevator speech “blurb” about state coalition
- Delivery event dropped off kits to ALL offices
Breastfeeding Saves Dollars & Makes Sense

Help “Make Change” for Our Nation’s Families: Each welcome kit included a mini fanny pack "change holder" with a dollar-themed info card and wooden coins tucked inside.

www.usbreastfeeding.org/welcome-congress

State Advocacy Networking Call

- Starting up this spring
- Plan to try quarterly calls, each focused on a different legislative/policy topic area
- As with National Orgs, each state coalition will identify key Advocacy contact(s), and self-manage this and other roles in new website
- You’ll also identify your key Media contact(s) where you’d like us to refer opportunities for rapid response or other media advocacy
STRATEGIC FRAMEWORK IMPLEMENTATION PLAN

Plan Template

- Template based on The Bridgespan Group’s: *Living Into Your Strategic Plan: A Guide to Implementation That Gets Results*

- Initiative Overview Tool includes a row for each Initiative under a Strategic Objective, with:
  - Outputs
  - Lead & Team members
  - Resources required
  - Interdependencies
  - Start date & End date
Full Plan Available

Full version to be posted under Coalitions section of old & new website

Goal 1

EQUITY

GOAL 1
Be the national collective voice for breastfeeding

1.1 Support efforts to help mothers, partners and families reach their breastfeeding goals
1.2 Apply positive and ethical messaging and marketing practices to build breastfeeding-friendly communities
1.3 Advocate for evidence-based health care practices
1.4 Advance support and security for working breastfeeding families
1.5 Strengthen breastfeeding research, monitoring and evaluation to understand and close the gap between evidence and practice
What does this mean?

- Areas where USBC funded to steward collaborative work already plugged into plan
- These are esp. likely to be areas that cross sectors...or where particular niche for USBC (e.g., involvement of coalitions)
- The rest of this section is TBD as Constellations form, find organizational stewards and funded capacity

USBC funded areas are...
**CDC Cooperative Agreement: Partnerships for Obesity**

*National Innovative Partnership for Addressing Obesity through Environmental Supports for Nutrition and Physical Activity* (3 years, DNPAO)

- Program strategy one: Increase access to professional and peer support.
- Program strategy two: Promote and facilitate worksite compliance with Federal/State lactation accommodation laws.

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**Lactation Support Providers**

- Expand training/mentoring opportunities for lactation care providers, particularly to increase number of racial/ethnic minority care providers
- Incorporate breastfeeding support into existing public health programs (e.g. home visiting)
- Advocate for expanded network of providers allowed to provide lactation care under Medicaid

*Note: crosses 1.1, 1.2, 1.3*
Workplace Support

- Inventory & analyze state workplace laws, articulate how intersect/overlap
- Promote the federal/state laws and implementation resources

Note: focus on states/coalitions, social media

NICHQ ➔ NACCHO

NICHQ Best Fed Beginning Wrapping Up...
- Facilitate building of community partnerships
- Develop systems to advance continuity of care

NACCHO Reducing Disparities in Breastfeeding through Peer/Professional Support Ramping Up...
- Support project activities to provide training and technical assistance to grantees
- Engage with National Breastfeeding Public Health Partners Group
Continuity of Care

- Transition Community Advisory Committee (from NICHQ work) into learning community
- Provide training/TA for NACCHO funded communities
- Build national, integrated web-based resource directory to serve as central hub for mothers to find state/local resources, and hospitals/providers to find referrals for patients

Note: crosses 1.1, 1.2, 1.3.

CDC Cooperative Agreement: Public Health Infrastructure

Building Capacity of the Public Health System to Improve Population Health through National, Nonprofit Organizations (5 years, starting in year 2 of program, OSTLTS)
- Output one: Web resource directory platform
- Output two: Capacity Building Assistance (CBA) plan and regional learning collaboratives for STLT (State, Territorial, Local and Tribal) coalitions
WKKF Grant

- Build USBC **capacity**, and engage in two areas:
  - Breastfeeding **Coalition** Building and Support
  - **Collective Impact** to Advance Continuity of Breastfeeding Care
- First grant coming to an end (2012-2015)
- Second grant in progress (2015-2018) to support continued implementation of Collective Impact and provision of backbone supports for the field

Annual Report

To learn more about USBC funded work...

...see 2014 Annual Report, esp. page on “Constellations in Progress”

[www.usbreastfeeding.org/annual-report](http://www.usbreastfeeding.org/annual-report)
Goal 2

2.1 Assess & strengthen relationships to optimize efficiency and impact

- Expand outreach to new members/partners and deepen engagement of existing members/partners
- Encourage, listen, and respond proactively to coalition and grassroots voices
- Increase coalition and grassroots participation in and ownership of work of USBC
2.2 Use governance & management best practices

- Formalize and maintain practices for ongoing review and recommendations to enhance the quality and viability of the board
- Continuously assess and strengthen practices for maximizing effectiveness of the staff team

2.3 Embody core values in organizational leadership

- **Leadership** - USBC depends upon the development, engagement, and inspiration of collaborative leaders who serve on behalf of our common cause. They may draw upon the wisdom of organizations, but serve as individuals.
- **Integrity** – USBC champions honesty, transparency, and accountability as integral to the success of collaborative efforts.
- **Inclusion** – USBC places a premium on meaningful opportunities for all voices to be heard. A commitment to diversity and equity infuses our work and decision-making.
2.4 Secure long-term financial resilience

- Pursue/maintain governmental funding
- Continue Friends of USBC donation program
- Pursue major donors
- Pursue additional foundation grants
- Provide for annual budget sufficient to meet needs

Goal 3

- 3.1 Articulate & advance a national policy/advocacy agenda
- 3.2 Build public will & mobilize funding to prioritize support for the work of the field
- 3.3 Convene stakeholders, guide strategy & establish shared measurements to support aligned activities
- 3.4 Serve as the communication & networking hub of the field
- 3.5 Support increased capacity & engagement of breastfeeding coalitions

GOAL 3
Engage stakeholders in a Collective Impact model
3.1 Articulate & advance a national policy/advocacy agenda

- Facilitate connections between those active in breastfeeding advocacy
- Ensure coordination of Constellation work into articulation of national policy/advocacy agenda; identify and address gaps
- Advocate for public funding for work of the field
- Provide advisory support on opportunities for endorsement, sign on, or public comment
- Advise Board on new/existing position statements
- Provide advocacy training, tools, TA for the field

3.2 Build public will & mobilize funding to prioritize support for the work of the field

- Facilitate connections between those active in media advocacy and outreach
- Ensure coordination of Constellation work into articulation of consistent messaging, aligned with target audiences
- Provide advisory support on opportunities for response to media items (rapid response)
- Advocate to activate new sources of funding for breastfeeding
- Support for Constellation fundraising
3.3 Convene stakeholders, guide strategy & establish shared measurements to support aligned activities

- Provide convening spaces for Constellations at all phases of formation
- Support Constellation incubation and guide Terms of Reference formation
- Support and guide strategy planning
- Support facilitation of Constellation functioning
- Support outreach/orientation of new participants
- Support and guide evaluation and measurement of activities

3.4 Serve as the communication & networking hub of the field

- Facilitate connections between those funded or working in similar areas
- Informing field/public about aligned activities (BF and non-BF)
3.5 Support increased capacity & engagement of BF coalitions

- Synthesize Coalition Needs Assessment findings and develop customized TA plan for each participating coalition
- Enhance ongoing capacity support reflecting coalition priorities & addressing gaps
- Enhance collaboration through access and support for technology tools
- Host Regional Coalition Learning Collaboratives
- Facilitate engagement between national, state, and local stakeholders
4.1 Integrate equity at the core of all collaborative work (Goal 1)

- Embed into Constellation Formation Pathway
- Toolkit to include steps/questions on:
  - Diversity of stakeholders engaged
  - Analysis of equity in planning

4.2 Embrace equity at core of all org'l structures & practices (Goal 2)

- Identify priorities, allocate resources, and establish timeline for action in CRASH domains around Board, Staff & Membership, as well as for USBC overall
- CRASH Recommendation Implementation Plan currently in progress, details to be filled in here
4.3 Build a welcoming experience for all who engage w/ the organization (Goal 3)

Initiatives align w/ each objective of Goal 3:

- Enhance engagement experience around work on Advocacy and Policy (3.1)
- Enhance engagement experience around work on Public Will & Funding (3.2)
- Enhance engagement experience around supports for Convening, Strategy & Measurement (3.3)
- Enhance engagement experience around supports for Communications & Networking (3.4)
- Identify priorities, allocate resources, and establish timeline for action in CRASH domain re: Coalitions (3.5)

NEW WEBSITE: HIGHLIGHTS FOR STATE/TERRITORY COALITIONS
### Key Website Terms

<table>
<thead>
<tr>
<th>Indiv. Profile (Display Window)</th>
<th>Group Profile (Display Window)</th>
<th>Community (Place to Interact)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Everyone has one!</td>
<td>• <strong>Some</strong> individuals may have Group Admin rights</td>
<td>• <strong>Some</strong> individuals may have Community Admin rights</td>
</tr>
<tr>
<td>• Tied to your user account</td>
<td>• This means they can update a group’s profile</td>
<td>• This means they can manage a Community Space</td>
</tr>
<tr>
<td>• You <strong>only</strong> log into site as an Individual</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### What’s In Individual Profile

- Your contact info
  - Set preferences for what’s publicly displayed on your MyPage
- Bio
- Demographic info
- Areas of expertise in breastfeeding
- Community Memberships
Individual Profile (editing)

MyPage (public view)
MyPage Visibility Settings

MyPage for Megan Renner

User Options
Name Display Format: Full Name and Organization Megan Renner

User Details
Full Name: Megan Renner
Organization: Default value: Show
Job Title: Default value: Show
Address: Default value: Show
Phone: Default value: Show
Mobile: Default value: Show
Fax: Default value: Show
Time Zone: Default value: Show
Email: Default value: Show
Personal Website: Default value: Show

OK Cancel

Who Has Group Profiles

- Phase 1 (set up for pre-go-live updates)
  - USBC member organizations
  - State/territorial breastfeeding coalitions

- Phase 2 (can create after go-live date)
  - Other partner organizations with activity/interest in breastfeeding (national, state, local)
  - All other breastfeeding coalitions
What’s In Group Profiles

- Organizational contact info (phone, e-mail, website link especially important)
- Membership demographics (leave blank if not membership-based org)
- Engagement Levels on specific breastfeeding topic areas
- Activity Descriptions for SGCTA Action Directory

Group Profile (editing)

If your organization has individual members do you track their racial/ethnic demographics?:
- White
- Non-Hispanic/Latino
- Black
- Non-Hispanic/Latino
- Hispanic/Latino
- American Indian/Alaskan Native
- Asian
- Native Hawaiian or other Pacific Islander
- Two or more races

Does your organization have a statement or policy on diversity and/or equity?:
- None Selected

If yes to the previous question please paste the link(s) to any such item(s):
Engagement Levels

<table>
<thead>
<tr>
<th>Topic Areas:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic Areas for Engagement Levels:</td>
</tr>
<tr>
<td>Mothers:</td>
</tr>
<tr>
<td>None Selected</td>
</tr>
<tr>
<td>Families:</td>
</tr>
<tr>
<td>Supportive</td>
</tr>
<tr>
<td>Promotion Campaigns:</td>
</tr>
<tr>
<td>Peer Support:</td>
</tr>
<tr>
<td>Professional Support:</td>
</tr>
<tr>
<td>Community-Based Organizations:</td>
</tr>
</tbody>
</table>

USBC Updates
2/10/15

Action Directory (editing in profile)

Activity Descriptions for Action Directory:
Please type or paste a description of your organizational activities on each of the SGCTA Actions (please refer to www.usbreastfeeding.org/sgcta). Use brief bullet points or limit each entry to no more than 2-3 sentences. If there’s no activity under a particular action, simply leave it blank. These entries will populate the public Action Directory pages on this website. USBC reserves the right to edit all entries for length and style.

Action 1: Give mothers the support they need to breastfeed their babies.
Action 2: Develop programs to educate fathers and grandmothers about breastfeeding.
Action 3: Strengthen programs that provide mother-to-mother support and peer counseling.
Action Directory
(live page on site)

Health Care

Action 9. Provide education and training in breastfeeding for all health professionals who care for women and children.

Table of Contents
- USBC Resources
- National Activities
- State/Community Activities

Implementation Strategies
- Improve the breastfeeding content in undergraduate and graduate education and training for health professionals
- Establish and incorporate minimum requirements for competency in lactation care into health professional credentialing, licensing, and certification processes
- Increase opportunities for continuing education on the management of lactation to ensure the maintenance of minimum competencies and skills

USBC Resources

Action Directory
(live page on site)

National Activities

Academy of Breastfeeding Medicine
Phone: 914-740-2115
Email: abm@bfmed.org
Website: http://bfmed.org

Action Activities: Academy of Breastfeeding Medicine members work in medical schools, residency, and fellowship programs in all areas of medicine to increase content on human lactation. In addition, ABM hosts an annual meeting which provides breastfeeding training for health care professionals.

Supporting Link: http://www.bfmed.org/Meeting/ConfDetails.aspx

American Academy of Pediatrics
Phone: 847-434-4000
Email: csc@aap.org
Website: http://aap.org
Communities Home Page

Online Communities Home
Public and Private Communities for our members to collaborate on common issues. Click a community below to start working together...

- **Coalition Leader Communities**
- **Coalition Communities**
- **Constellation Communities**
- **Members Only Communities**
- **Security Groups**

Please select a Community Family to the left to begin.

If you are a member of only one Community within that Family, you will be automatically redirected to that Community.

Your Favorites
You do not have any favorites selected. To add a favorite, click the favorite button in the box on the right side of any item you are viewing.

Types of Communities

- **Members Only**: internal structures, e.g., board, USBC committees
- **Learning Communities**: open to all, many topic areas
- **Constellation**: spaces for groups that have moved down pathway, includes area for USBC meeting attendees (so guests/visitors can access)
- **Coalitions**: initial space for each state and territory, others can be created
- **Coalition Leader**: areas for different types of coalition leader roles to network share
Forum Subscription Options

- **Immediate Email**: message w/ full text and attachments
- **Immediate Digest with links**: immediate digest w/ first 100 characters of any new posts w/ links you can click to view the full post(s) and any attachments
- **Summary Digest**: digest once per day listing titles of any new posts w/ links you can click to view full post(s) & attachments
- **Full Digest with attachments**: digest once per day providing the full text of any new forum posts, including attachments
- **Full Digest with links**: digest once per day providing complete text of any new forum posts w/ links you can click to download any attachments in the post(s)
- **Immediate Email on Thread Creation**: immediate email notification when new threads are created in the topic.

Community File Library

Members Connection USBC Key Documents

<table>
<thead>
<tr>
<th>Files</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 Annual Report</td>
<td>Marketing Materials</td>
</tr>
<tr>
<td>Strategic Framework</td>
<td>Organizational Documents</td>
</tr>
</tbody>
</table>

About this Topic

- Add a File
- Add Link to File
- Favorite
- Search
- Back to Community
Community Calendar

Options for Using Your Coalition Community

- **Open to your membership or network**
  - All individual site users can see and request to join
  - Your Community Admins manage join requests

- **Used for your Board/Leadership Team**
  - Restricted, only members of community can see it
  - USBC staff put users in, your Community Admins manage the tools within

- **Used to manage Coalition Leader Roles only**
  - If you’re not planning to use the tools, your Community Admins would just use the roster to maintain your Coalition Leader Role data w/ USBC
Options for Using Your Coalition Community

If want to do both (membership community and board community):

- These would be set up as separate communities
- Membership one is Open; Board one is Restricted
- Your Community Admins would have access to manage both

What about Tribal & Local?

- **Tribal Coalitions**
  - National Native American Community available now (pre-go-live)
  - Other tribal coalitions can request communities after “go live” launch (process will be set up in March)

- **Local Coalitions**
  - Can request to have a separate local forum (list serv) and file library within state community
  - Members of the state community can then subscribe
**What about Inter-State Networking?**

- General Coalitions Learning Connection
  - Broad community w/ tools for sharing/networking across ALL breastfeeding coalitions
  - Special coalition-specific blog
  - Forums
  - File libraries
  - Roster
  - Calendar

- Coalition Roles: leader roles will have their own restricted communities for networking:
  - Coalition Chairs/Presidents
  - Coalition Board/Leadership Team Members
  - Coalition Treasurers
  - Coalition Staff
  - WIC State BF Coordinators
  - State BF Coordinators (non-WIC)
  - Coalition Regional Call Access Managers
  - Coalition Advocacy Contacts
  - Coalition Media Contacts

- These will take the place of the Designated Contributor system!!
What To Consider Now...

On the online form launched tomorrow, every state/territory coalition will be asked to specify:

- Group Admins (1-3 individuals)
- Poll Contact (1 to receive voting requests)
- Community Admins (1-3 individuals)
- How want to use Community options:
  - Open to your membership or network
  - Used for your Board/Leadership Team only
  - Both of the above
  
    OR
  
  - Used to manage Coalition Leader Roles only

Website Launch Timeline

- Orientation demo on 2/10 (TODAY!)
- Designated Contributors for every state/territory coalition will be sent link to online form on 2/11 to identify Group Admins & Community Admins, and tell us how your coalition wants to use its Community
- Individuals identified as Group Admins will be set up with login ASAP
- Virtual “curbside TA sessions” (live and recorded) held week of 2/16 for Group Admins
Website Launch Timeline

- Group Admins for National Member Orgs and State/Territory Coalitions make “Pre-go-live” profile updates through end of February
- Public “go live” launch first week of March
  - This is when other individuals (non-Group Admins) will be able to create Indiv. Profiles
  - This is also when other organizations will be able to create Group Profiles
- Community Admin trainings offered for Coalitions on rolling basis

constellation formation pathway
Group Profiles

- Your Coalition profile will include
  - Action Directory
  - Engagement Levels
- Engagement levels indicate to USBC how deeply your coalition has
  - Interest
  - Readiness
  - Capacity

..... For each topic area

Engagement Levels

Full definitions for each Engagement Level is included on the website

- Core
  - Likely have well-established programs, partnerships, and funding in this area already.
- Involved
  - Likely have programs, partnerships, or funding in this area already, but not necessarily all three
Engagement Levels

- Supportive
  - May be minimally active in this area, but are interested in staying up to date, sharing information and resources with their networks, and supporting advocacy initiatives

- Peripheral
  - Not currently active in the area and have only a minimal level of interest

Online Learning Communities

- Learning Communities are arranged by topic
  - Open to everyone

- Interact with individuals with shared interests
  - Start or join a discussion on a Forum
  - Share materials in a File Library
  - Emphasis is on:
    - Connecting and learning
    - Building community through respectful discourse
Learning Community

- **Connect & Learn**
  - **Description**: Dynamic network of organizations coming together around a common interest
  - **Infrastructure**: Learning Community sections housed on USBC website
  - **Strategy**: Share information and resources, surface opportunities for collaborative action
  - **Engagement**: Intentionally build community through listening and learning

Learning Community

- **Key Players**: Local, state and national organizations and individuals aligned by topic
- **USBC Roles**
  - Host online communities and support utilization (3.3, 3.4)
  - House/display organizational engagement & activity data (3.3, 3.4)
  - House database of individual topic experts (3.1, 3.2, 3.3)
  - Publish e-news, blog, social media (3.4)
“Surface opportunities for collaborative action”

- Progression:
  - Sharing information
  - Identifying gaps and opportunities
  - “Someone should do something”
    - What: Lever for change (meaningful action)
    - Who: Engagement of stakeholders
  - “We are doing this”
    - USBC can provide numerous supports

Strategic Framework

- Goal 1: “Be the national collective voice for breastfeeding”
  - Maximizes impact by putting participants in charge of what efforts benefit from collaboration

- Goal 3: “Engage stakeholders in a Collective Impact model”
  - While USBC provides the “backbone” that supports how collaboration occurs
Goal 3

**Constellation Model for Collaborative Social Change**

- Orgs come together in **action-focused work teams** (“Constellations”). Features:
  - Align partners with capacity to do the work
    - Partners can include orgs that are not USBC members
  - Lightweight governance structure
  - Leverage resources
  - Maintain flexibility
  - Distribute leadership
  - Support provided by third-party coordinating body, typically called a “backbone organization”
Pathway Stage One: Incubation Conversation

- **Generate Ideas & Dialogue**
  - **Description:** Subset of organizations from a Learning Community interested in exploring collaborative action
  - **Infrastructure:** Convening of stakeholders
  - **Strategy:** Hold “incubation” dialogue about issues and context, and identify levers for change and available resources
  - **Engagement:** Identify missing voices & perspectives

Pathway Stage One: Incubation Conversation

- **Key Players:** Partner organizations aligned to act
- **USBC Roles**
  - Provide access to web meeting systems (3.3)
  - Provide time & space at USBC meetings (3.3)
  - Support movement along pathway (3.3)
  - Embed equity into pathway with tools around strategy, practices, and engagement (4.1-4.3)
Constellation Model, USBC & the Breastfeeding Field

- Constellation Model is a good fit for USBC
  - Build on meeting structure & new web design
  - Support growth as inclusive & nimble coalition
  - While CRASH/TT works w/Membership policies

- Incubation Conversations for the field
  - Can occur at USBC meetings &/or virtually

- Many Tools & Resources exist to facilitate process of generating ideas & dialogue

Equity values embedded throughout

- Equity values are embedded throughout the Constellation Formation Pathway

- Examples:
  - Learning Communities are democratizing, open forums
  - Learning Community: Intentional community building
  - Stage 1: Identification of missing voices and perspectives
  - Stage 2: Prioritizing outreach to balance group composition
  - Tools: Identifying Structural Problems, Race Impact
Incubation Conversations: **Process**

- Structured to generate ideas & dialogue
- Always include an evaluation of missing voices & perspectives
  - Builds in recognition of need to move beyond current players
- *Are just the beginning;* other opportunities for connection & communication will follow.

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Incubation Conversations: **Outcomes**

- Incubation Conversations could result in:
  1. A decision to remain as a Learning Community
     - Individuals & organizations aligned by topic, sharing information and resources on a specified section of the USBC website.
  2. A determination to progress along the pathway and form a Constellation
     - Constellations are **action-focused work teams**
     - Constellations form where there is alignment of need, opportunity, energy and capacity
Incubation Conversations: Decision Points

- Pre-Pathway Stage
  - Connect & Learn
  - LEARNING COMMUNITY
  - Dynamic network of organizations coming together around a common interest

- Pathway Stage 1
  - Generate Ideas & Dialogue
  - INCUBATION CONVERSATION
  - Subset of organizations from a Learning Community interested in exploring collaborative action

- Pathway Stage 2
  - Initiate Action
  - EMERGING CONSTELLATION
  - Group of partners from incubation convening, with identified steward and stated intention to form Constellation

Built to Suit

- Learning Communities are great!
  - No pressure or imperative to form Constellations
  - Many things can be accomplished through Learning Communities

- Constellations are also great!
  - Specific organizations take on specific activities that are right for them
  - It is anticipated that several Constellations could arise from a single Learning Community topic
  - Find the “bit” or work that’s right for each org
Pathway Stage Two: Emerging Constellation

- **Initiate Action**
  - **Description:** Group of partners from incubation convening, with initial steward org(s) and stated intention to form a Constellation
  - **Governance:** Initial steward org(s) w/capacity to support process
  - **Strategy:** Based on levers for change & available resources, articulate shared understanding of strategic direction
  - **Engagement:** Prioritize outreach & engagement to balance group composition

- **Key Players:** Steward org(s), Interested partners
- **USBC Roles:**
  - Provide training/TA & tools to plan strategy & measurement (3.3)
  - Support outreach and orientation of new partners (3.3)
  - Facilitate engagement of breastfeeding coalitions (3.5)
Pathway Stage Three:
Organizing Constellation

- **Organize for Impact**
  - **Description**: Emerging Constellation ready to negotiate partnership agreements and affiliation w/ USBC
  - **Governance**: Steward(s) submit/s proposal to formally affiliate and receive backbone supports
  - **Strategy**: Create common agenda (goals/strategy) & define approaches to equity & funding
  - **Engagement**: Internal: define decision-making & conflict processes; External: engage community & build public will

Pathway Stage Three:
Organizing Constellation

- **Key Players**: Steward org(s), Aligned partners, USBC Constellation Steering Committee
- **USBC Roles**
  - Advocate for funding sources (3.1, 3.2)
  - Support networking of media/advocacy contacts (3.1, 3.2)
  - Coordinate advocacy agenda and media response (3.1, 3.2)
  - Provide training/TA & tools for advocacy, media, and fundraising action (3.1, 3.2)
Emerging Constellations: Benefits of Specificity

- Constellations limit “scope creep”
- **Terms of Reference**: partnership agreements
  - Common agenda (goals & strategies)
  - Define expertise, assets, & ideal mobilization
    - Exclusions & restrictions on mobilization
  - Describe decision-making & conflict management
  - Funding & equity approaches
  - Markers of success & shared matrix
  - Backbone supports wanted from USBC

Pathway Stage Four
USBC-Affiliated Constellation

- **Sustain Action & Impact**
  - **Description**: Organized and formally-affiliated Constellation engaging in action that meets the Five Conditions of Collective Impact
  - **Governance**: Negotiated and final Terms of Reference (ToR), including working agreements
  - **Strategy**: Support implementation of strategies & continuous alignment of partners
  - **Engagement**: Continued external engagement; promotion and/or advocacy
Pathway Stage Four
USBC-Affiliated Constellation

- **Key Players:** Steward org(s), USBC staff, USBC Constellation Steering Committee

- **USBC Roles**
  - Advance final Terms of Reference (3.3)
  - Set conflict resolution guidelines and process (3.3)
  - Scan Constellations for overall gaps and opportunities (3.1-3.5)

USBC as Steward

- **USBC has funding to serve as Steward in three topic areas**
  - Continuity of Care
  - Workplace Support
  - Lactation Support Providers
USBC as Convener

- Goal 3: “Engage stakeholders in a Collective Impact model”
- USBC website is a key mechanism for this engagement
  - Individual and Group Profiles are the entry point
- Where energy, momentum & capacity align, USBC can support an Incubation Conversation
- Emerging Steward(s) support Constellation

Incubation Conversations

January USBC meetings

- Continuity of Care
- Donor Milk
- Infant Sleep Practices
- Paid Leave
- Workplace Support
Incubation Conversations
January USBC meetings

- Maternity Care Practices
- Lactation Support Providers
- Physician Education & Training
- Nurse Education & Training
- Other Health Professional Education & Training

Other Pilot Conversations @ Past USBC Meetings

- Childbirth Education & Training
- Fathers & Families
- Community Based Organizations
- Formula Marketing
USBC Guiding Documents

- **Strategic Framework** Goal 3 describes the backbone supports USBC can provide the field
- **Strategic Framework Implementation Plan** further delineates and describes what USBC will do, and what the outputs will be
- **Constellation Formation Pathway** describes the processes and mechanisms whereby organizations can form USBC-Affiliated Constellations

Key Takeaway Points

- As we have journeyed to this point together, we will:
  - Continue to improve, grow, and clarify
  - Collectively get better at this as we go
  - Find the right places & ways to meaningfully connect, to sustain priority actions & collective impact