

Chronological Record of Correspondence

Dr Pamela Douglas, BMNANZ, and ABM

August 2023 – April 2026

This document presents, in chronological order, the sequence of correspondence between Dr Pamela Douglas (Medical Director, The NDC Institute / Possums Programs) and the Breastfeeding Medicine Network Australia and New Zealand (BMNANZ), and subsequently the Academy of Breastfeeding Medicine (ABM). The correspondence concerns Dr Douglas's engagement with BMNANZ from initial membership, requests to have educational offerings of The NDC Institute communicated to BMNANZ members, her offers to volunteer with BMNANZ, the trade table invitation and subsequent withdrawal for the May 2026 BMNANZ Conference, and her formal complaint to ABM. Each item is presented with its date and sign-off as it appears in the original correspondence. Two key documents – the BMNANZ Conflict of Interest Declaration form and the ABM Event Endorsement Procedure – are reproduced in full at the points in the chronology where they were sent or submitted.

1. BMNANZ Contacts Dr Douglas Regarding Directory Listing Application

Date: 12 August 2023

From: Dr Y, BMNANZ

To: Dr Pamela Douglas

Subject: BMNANZ Practitioner Directory Listing Application

Hi Pam,

Thank you again for reaching out to us so we can list you on the directory. I emailed shortly after your enquiry but unfortunately replies often go to junk folders when I reply to the website form. I thought I would touch base again in case it hadn't come to you.

We are very happy to list your details. I would ask if you wouldn't mind completing the google form (I will attach below) so that I have all your details for your listing.

Please don't hesitate to reach out if you have any questions.

Kind Regards,

Dr Y

BMNANZ

2. Dr Douglas Applies for BMNANZ Directory Listing

Date: 10 January 2024

From: Dr Pamela Douglas

To: BMNANZ

Subject: RE: BMNANZ Practitioner Directory Listing Application

Hi Y,

I have gone through the process of submitting an application to become a part of the Breastfeeding Medicine network online today, in the hope that the Board might let me join to participate even though I'll be on sabbatical until sometime between March–May 2024.

Really, it's best if I don't have a listing right now because I'm still rebuilding my work online and don't feel able to return to the clinic until that big task is behind me, but I continue to be so heavily involved in teaching doctors clinical breastfeeding support (through The NDC Institute since July, with a new website to be launched in the next couple of weeks) that I'd love to be part of the network. I do clinical breastfeeding support consultations online with voluntary mother–baby pairs as clinical demonstrations for doctors and health professionals, and I did put that down as my patient contact, but of course it is not the same as being in the clinic. I also have large amounts of breastfeeding and lactation education materials waiting to go up online for doctors and others over the coming year.

In addition, I have some initiatives that I'd be interested to discuss with the Board.

Would joining the network be possible, even though I'm not yet able to commit to a new clinic address?

Thank you very much for your consideration.

Kind regards

Pam

Dr Pamela Douglas MBBS FRACGP IBCLC PhD

3. BMNANZ Deputy Chair Responds Regarding Directory, Trade Table, and Board Matters

Date: 5 February 2024

From: Dr Y, Deputy Chair, BMNANZ Board

To: Dr Pamela Douglas

Subject: BMNANZ Practitioner Directory Listing

Hi Pam,

Thank you for your email and submission. I apologise for missing your call today (as I was consulting) and also for taking some time to get back to you! I've been a little flat out and replying to you was on my list. I know it's well overdue so please accept my apologies.

With regards to the listing on the directory, we are delighted that you would be interested in being listed and most certainly with your very extensive experience of course you are easily qualify to be included. The directory has been designed for patients and health professionals to find doctors who are currently providing clinical consultations. The directory has been disseminated amongst health professionals for the purpose of linking them to someone they can refer to for care or for patients to access asap. As you would understand, most of these professionals are busy and patients have limited capacity to call around finding assistance. As a result we've restricted listings to those working clinically.

We've had in fact quite a few people enquire who work in education or support more broadly to be listed and have also said the same to those applicants. We feel it wouldn't be fair to make exceptions, as experienced as you are and how delighted we are that you want to be involved. Please know this is no reflection of our utmost respect for your groundbreaking past and ongoing work in the area of breastfeeding medicine. You have and continue to make a significant contribution locally and internationally in the care of mothers and babies, and I know I certainly am most grateful for your work and profound impact.

In this context however, we think it's best that we wait until you are back working clinically to list you. When this occurs, just send me an email or call and I'll endeavour to put you in ASAP.

We're also thinking more broadly about providing services/groups for those with professional interests but have limited resources in terms of staff, time and income (we're all volunteering). Ideally this would be the compromise in the meantime but unfortunately we just haven't gotten there as yet.

I additionally had an email from the lovely Dr Z today (whom I've cc'd) asking about an NDC Institute stall at the BMNANZ Conference in Melbourne in April. We would definitely be open to this. I'll get Rachel from MECCA to reach out to you and give you the information about registering. Can I confirm that this best be directed to Z or should it come to you? We'd love to see you there if you can manage to make it!

I'm around now with the kids so happy to chat if you'd like or via email at your convenience.

Kind Regards,

Dr Y

MBBS (Hons) FRACGP IBCLC; Deputy Chair Board of Directors, Breastfeeding Medicine Network Australia / New Zealand

4. Dr Douglas Responds Regarding Directory, Facebook Group, and Initiatives

Date: 6 February 2024

From: Dr Pamela Douglas

To: BMNANZ

Subject: RE: BMNANZ Practitioner Directory Listing

Thanks very much Y for your generous response, I'm grateful.

You're doing wonderfully well – volunteer work as well as paid work as well as family constitutes a very full life!

Thanks for explaining re the listing and I do understand. I'll let you know when I'm back doing clinical work.

Just double checking – I understand re the listing, which requires current clinic contacts for referrals. Does that mean I'm unable to join the closed Facebook discussion group, too? Was there a policy on maternity leave, which might be extended to apply to sabbatical, by any chance?

Also thanks for helping explore the possibility of a stall at the conference. Perhaps Z would be best dealing with the relevant folks about a stall, if that's ok Z.

The matter I'd hoped to raise with the Board when I emailed you concerns a Breastfeeding & Lactation Medicine Board Examination. I plan to commence a Lactation Fellowship in May which would cover the equivalent content of the North American Board of Breastfeeding & Lactation Medicine Certificate, as well as other areas that I consider important to clinical breastfeeding & lactation medicine practice, and I thought the Board could be a good place to commence discussions about an Exam.

Hope you're having a great day!

Kind regards

Pam

5. BMNANZ Response Regarding Facebook, Directory Policy, and Board Referral

Date: 15 February 2024
From: Dr Y, BMNANZ
To: Dr Pamela Douglas
Subject: Directory and board enquiries

Hi Pam,

Thank you for understanding. Just say the word and I can put the listing up asap, no issue. We don't have an agreed policy re maternity or sabbatical but have applied this to existing listings with an addendum rather than adding new members during this time.

As far as I'm aware, we don't have a closed Facebook group? We have a Facebook page but it should be public? We do have some state based WhatsApp groups and this might be what you mean? Unfortunately we don't have a Queensland subgroup! We don't have any larger closed BMNANZ groups except for conference committee organising.

If there's something else you've come across e.g. Facebook, can you please let me know? I'd need to chase up as they'd be unauthorised.

Thanks for filling me in on your ideas. What I'll do is forward to the board for everyone to have a look and we can then get back to you. We're not having another board meeting for 2-3 weeks and are gearing up for the conference in April so will do our best, but we may have to come back to you after that. I will raise it with some priority though with everyone. If you've got more details on what you're proposing, I know everyone would be keen to hear. You are of course very welcome to come to the conference and chat in person!

I'll keep you posted and thanks again for your kind understanding of all of the juggling!

Kind Regards,

Y

Breastfeeding Medicine Network Australia / New Zealand

6. Dr Douglas Acknowledges BMNANZ Response

Date: 19 February 2024
From: Dr Pamela Douglas
To: BMNANZ
Subject: RE: Directory and board enquiries

Thanks Y. If the Facebook page is public I should be able to request to join. I hadn't realised sorry!

I completely understand re the conference taking priority right now and perhaps we'll be able to communicate further later.

Kind regards

Pam

Dr Pamela Douglas MBBS FRACGP IBCLC PhD

7. Request to Circulate Information to BMNANZ Members

Date: 18 October 2024
From: Dr Pamela Douglas

To: Marnie Rowan, Chair of BMANZ
Subject: Request re circulation to BMANZ members

Hi Marnie

I'm emailing you as Chair of BMANZ [sic]. I hope you are well!

I'm wondering if BMANZ [sic] might be interested in emailing your members a link to The NDC Institute's guest speaker program, found here <https://ndcinstitute.com.au/events>

Also, I've just finished building a free resource on abscess/galactocoele/fistula/phlegmon management with breast surgeon Dr Adam Ofri, which I think our colleagues would also be interested in.

Would it be possible to circulate an email to that effect?

Kind regards

Pam

Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD

8. BMNANZ Secretary Declines Email Database Use, Offers Newsletter Option

Date: 20 October 2024
From: Sarah Bombell, Secretary, BMNANZ Board
To: Dr Pamela Douglas
Subject: Email request

Dear Pam,

I am writing on behalf of the BMNANZ Board in relation to your request to promote your upcoming educational event via our member's database. Unfortunately, we will need to decline. We have a strict privacy agreement with our members in relation to the use of their details, so cannot offer this type of information sharing. We would however be happy to discuss the option of promoting educational events and clinical resources when we commence publication of our planned newsletter series.

Kind regards,

Sarah Bombell

Secretary, Board of Directors, Breastfeeding Medicine Network Australia/NZ

9. Dr Douglas Acknowledges and Looks Forward to Newsletter

Date: 21 October 2024
From: Dr Pamela Douglas
To: BMNANZ
Subject: Re: Email request

Thanks Sarah – of course, I completely understand re privacy.

I'd be grateful for opportunity to discuss further with you once you start the newsletters, and look forward to hearing back from the Board then.

Kind regards

Pam

Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD

10. Dr Douglas Follows Up Regarding Newsletter Inclusion

Date: 13 March 2025

From: Dr Pamela Douglas

To: BMNANZ

Subject: Re: Email request

Hi Sarah,

I saw the first newsletter from BMNANZ has gone out – it was lovely to read thanks. Congratulations on getting underway!

I wonder if I could please revisit the possibility of letting the BMNANZ community know about the following in the next newsletter:

- The NDC Institute, which is an RACGP provider, offers entry level Masterclasses in Clinical Breastfeeding Support, and is also offering
- A Lactation Fellowship, supporting doctors who practice in or wish to practice in breastfeeding medicine with a curriculum that is equivalent in content and core competencies to education recommended by the North American Board of Breastfeeding and Lactation Medicine prior to taking the NABBLM exam; also equivalent to The University of Rochester's LILAC content and IABLE's Deeper Dive course
- A guest speaker series which covers a range of topics relevant to breastfeeding medicine, with live online participation available to any health professional who registers.

Would that be possible? If so, please let me know what kind of copy might be helpful.

Thank you

Kind regards

Pam

Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD

11. BMNANZ Board Declines Newsletter Advertising for Private Providers

Date: 6 April 2025

From: BMNANZ Board

To: Dr Pamela Douglas

Subject: Advertising in BMNANZ newsletter

Dear Pam,

Thank you for reaching out, and for your ongoing contributions to breastfeeding education. We appreciate the work you are doing in this space.

Following a number of requests from private educational providers, the BMNANZ Board has carefully considered our approach to highlighting educational activities in our newsletter. Given the growing number of private providers in this space, it would be difficult to include all opportunities equitably, and we want to ensure a fair and consistent approach. To maintain alignment with our mission, we have decided to limit inclusion to not-for-profit network activities. This will include ABM as the peak international body, ABA and BMNANZ as our national networks, and then state-based events as they occur.

We appreciate your understanding and look forward to seeing you at future BMNANZ events.

Best regards,

The BMNANZ Board

12. Dr Douglas's Email Request to BMNANZ Board of Directors

Date: 8 April 2025

From: Dr Pamela Douglas

To: BMNANZ

Subject: Email request to BMNANZ Board of Directors

Dear BMNANZ Board Members,

Could I please request that this email is circulated to the Board Directors of BMNANZ?

I was happy to receive the second newsletter by BMNANZ today, and am grateful for BMNANZ's important work.

I'm emailing the Board because I'm curious to clarify if BMNANZ is willing to let members know about The NDC Institute's initiatives through the BMNANZ newsletters?

I note the emails in the thread below. In the first, sent 20 October 2024, Sarah indicated that when you were ready to release newsletters you would discuss my approach to you re letting the BMNANZ members know about our educational opportunities for doctors with special interest in breastfeeding and lactation medicine, but I didn't hear back.

I've not received a response to the second email sent 13 March 2025, after the first newsletter went out.

I know how busy everyone is, and how difficult it is to respond to every email when working voluntarily. I wonder though if I could please receive a direct response from the Board letting me know if BMNANZ is willing to let doctors in Australia and New Zealand know about the initiatives in breastfeeding medicine and lactation education for doctors mentioned below?

I would also like to note that I had indicated in joining up with BMNANZ that I would be very happy to contribute to education initiatives by BMNANZ and would just like to mention that again.

Kind regards

Pam

Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD

13. Dr Douglas's Appeal to BMNANZ Board

Date: 8 April 2025

From: Dr Pamela Douglas

To: BMNANZ Board

Subject: Re: BMNANZ Board of Director's reply

Dear Directors,

I have now found your reply to my emails of 20 October 2024 and 13 March 2025 which you sent on Sunday 6 April 2025, and which I didn't find until after sending my email request to the Board of Directors this morning.

Thank you for your reply. I would like to ask for an exemption from your decision to only promote educational offerings by not-for-profit organisations on the following grounds.

There is currently no other private provider in Australia who is offering a course or Lactation Fellowship for the upskilling of doctors in breastfeeding and lactation medicine, as far as I am aware.

It seemed to me that a majority of doctors who attended the BMNANZ 2024 conference F2F had participated in the NDC or Possums courses for upskilling in clinical breastfeeding and lactation support.

The NDC Institute is set up as a social enterprise. I offered my work from the platform of the Possums charity for 10 years, until 2023.

The interface between various governance structures (non-profit vs business) is in fact complex in health. If we are to sincerely support education in breastfeeding and lactation medicine, and promote this field about which we are so passionate to our colleagues, I have the view that we need to collectively embrace a plurality of platforms, assessed only by the calibre of education being offered, and the qualifications, track record, and academic and clinical history of the educator, not by governance structure. Here are two reasons, amongst many:

BMNANZ brings in medical educators who may earn money from educational efforts as well as clinical practice. Acting as an educator in BMNANZ activities promotes these educators' personal profile and therefore their private businesses. It's clear that the interface between non-profits and small business is complex in health, and not a neat divide.

It is possible to be a non-profit which intends to prioritise the personal financial benefit of participants, including the CEO and employees, depending on the structure of the non-profit. This is particularly evident in some countries due to regulation anomalies.

Making decisions based upon a simplistic criteria rather than serious consideration of calibre of education opens BMNANZ up to perceptions of ideological or emotional decision-making. I have the view that BMNANZ needs to be perceived as having a genuine interest in supporting high calibre education for doctors in our field, across the various platforms typical of our health system landscapes.

Thank you for considering my request.

Kind regards

Pam

Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD

14. BMNANZ Board's Final Decision

Date: 12 April 2025

From: BMNANZ Board

To: Dr Pamela Douglas

Subject: Re: BMNANZ Board of Director's reply

Dear Pam,

Thank you for your email. We recognise that this may feel like a complex area with multiple factors at play. The board have reviewed your discussion points but have decided that we will not be providing an exemption to the NDC Institute.

We will be limiting any associated mentions or promotions to current not-for-profit educational sources. At this stage, we anticipate that this will be limited to the Australian Breastfeeding Association (ABA) and Academy of Breastfeeding Medicine (ABM).

Whilst this may not be the decision that you had hoped we would reach, this is nonetheless our final decision. We apologise if this causes any disappointment.

We do appreciate your input and ongoing involvement and advocacy in the breastfeeding medicine and lactation space within Australia and New Zealand and wish you all the best in the ongoing endeavours of the NDC Institute.

Kind Regards,
Board of Directors
Breastfeeding Medicine Network Australia / New Zealand

15. Dr Douglas Requests Directory Update and Offers to Volunteer

Date: 1 July 2025
From: Dr Pamela Douglas
To: BMNANZ
Subject: Alterations of bio on the directory

To whom it may concern,

I email for two reasons.

1. Could I please trouble someone to alter the information that is presented about me on your directory. [Details of requested changes to directory listing provided.]
2. On the initial form I filled out which inquired re availability for education, and also in one of the two emails I sent re the emails, I offered to volunteer either as a breastfeeding medicine educator or on the education committees. I haven't heard back on this. Could you please clarify whether BMNANZ is interested in having me contribute in either of those ways? I accept that BMNANZ declines to allow the network of members to know about the NDC Lactation Fellowship or Guest Speaker Program, but am wondering whether I might participate in education one way or the other?

Thank you

Kind regards
Pam

Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD; Medical Director, The NDC Institute: Home of the Possums Programs

16. BMNANZ Board Response Regarding Volunteering

Date: 6 July 2025
From: BMNANZ Board
To: Dr Pamela Douglas
Subject: Re: Alterations of bio on the directory

Dear Pam,

Thank you for your email.

We're happy to update your directory listing as requested. The revised details will be reflected shortly; this is done by volunteers and can sometimes take several weeks.

In terms of your generous offer to volunteer with BMNANZ, we truly value your interest in contributing to the network. At this stage, we've received many expressions of interest through the member form which we are unable to act on, as we're not currently in a position to take on additional

volunteers. We are working within an existing framework and priorities that are already well supported by our current team.

As always, we value the contributions of all professionals in the field and acknowledge the efforts of those advancing breastfeeding education in different contexts. We're grateful for your enthusiasm and hope to create more opportunities for member involvement in the future as our capacity grows.

To clarify, we don't yet have a formal Education Committee in place – only a small conference working group. We're hoping to expand our committee structure in future, and if and when that happens, we plan to do an open call for expressions of interest to ensure a transparent and inclusive process.

Warm regards,
BMNANZ Board

17. BMNANZ Invitation to Participate as Exhibitor at 2026 Conference

Date: 19 December 2025

From: Rachel Washington, MECCA Concepts

To: Cathryn Proberts, The NDC Institute

Subject: Breastfeeding Medicine Network Australia & New Zealand 2026 Conference – Invitation to Participate as an Exhibitor!

Join us at the Breastfeeding Medicine Network of Australia and New Zealand's Conference and Workshop to be held at The Brighton Hotel Sydney – MGallery Collection from May 1 – May 3, 2026.

We are inviting a small list of companies to have an exhibition table at this event.

The cost is \$1500 for the Exhibition and includes: Trestle Table; Chair/s; Access to power/power board; 1 registration to the 2 days of conference including welcome function (dinner ticket can be purchased separately); Logo on loop during conference, program and website.

[The email listed international speakers Dr Anne Eglash (USA) and Dr Monica Pina (Portugal), along with local speakers including Prof Lisa Amir, Dr Ulrike Brandenburg, Dr Wendy Brodribb, Dr Nina Chad, Dr Megan Elliott Rudder, Dr Louise Goodall, Dr Yvonne Lefort, Dr Mel Mapleson, Dr Linda Martin, Emma Meredith, Dr Marnie Rowan, Simone Sheriff, and Dr Alison Soerensen.]

We look forward to seeing you there!

18. BMNANZ Co-Chairs Respond Regarding Queensland Group

In December 2025 Pam emailed the BMNANZ's info@ address, offering to start a BMNANZ Queensland group, since there was none available at the time. She mentioned that she had a venue that could also be suitable for F2F meetings. She received the following reply.

Date: 22 December 2025

From: Breastfeeding Medicine Network Australia / New Zealand

To: Dr Pamela Douglas

Cc: Dr Laura Baxter

Subject: BMN Qld Group

Dear Pam,

Thank you for your email and enquiry about a BMN Queensland network group.

Most states have begun with a WhatsApp group and then followed the consensus of the group as to how and when they meet. Most meet over Zoom and occasionally face to face.

The aim is for the groups to be inclusive and open to all doctors working in breastfeeding medicine for sharing resources and interesting cases and to work out meetings that suit the needs of the group.

Laura Baxter has also previously been in touch about setting up an QLD group and has created a QLD WhatsApp group to get things started. We have copied her into this email and would be happy to share details in our next newsletter.

Regards,
Dr Marnie Rowan and Dr Anita Bearzatto
Co-Chairs, Board of Directors
On behalf of Board
Breastfeeding Medicine Network Australia/New Zealand

19. Dr Douglas Responds and Is Welcomed to Queensland Group

Date: 23 December 2025
From: Dr Pamela Douglas
To: Breastfeeding Medicine Network Australia / New Zealand
Cc: Dr Laura Baxter
Subject: Re: BMN Qld Group

Thanks Marnie and Anita, and thanks Laura – I'd enjoy being joined into the new Queensland whatsapp group!

Kind regards
Pam
Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD

Date: 23 December 2025
From: Dr Laura Baxter
To: Dr Pamela Douglas
Cc: Breastfeeding Medicine Network Australia / New Zealand
Subject: Re: BMN Qld Group

Hi Pam,

That's great, will be great to have you.

Here's the link to the WhatsApp group.

[WhatsApp group link: "QLD BF Med Network"]

Feel free to share with colleagues too.

Kind Regards
Dr Laura Baxter
GP with Special Interest in Breastfeeding Medicine
Assistant Professor (Clinical Practice) Bond Medical Program
BSc (Hons), BM, FRACGP, NDC Accredited

20. Inquiry Regarding Trade Table Form for BMNANZ Conference

Date: 3 January 2026
From: Dr Pamela Douglas
To: Rachel Washington, MECCA Concepts
Subject: Possums trade table at 2026 BMNANZ conference

Hi Rachel,

Could you please let me know if there is a form to fill out by people who run trade tables at the upcoming conference?

If so, could you please send it through?

Thank you

Pam

Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD

21. Conference Organiser Confirms Form Forthcoming

Date: 5 January 2026
From: Rachel Washington, MECCA Concepts
To: Dr Pamela Douglas
Subject: RE: Possums trade table at 2026 BMNANZ conference

Hi Pam,

I hope you are well.

Yes, there will be a form. I have requested it from the committee, and it hasn't come through as yet.

As soon as I receive it I will send it through to you.

Apologies for the delay.

Kindest regards,

Rachel

Rachel Washington, Director, MECCA Concepts Pty Ltd

22. Conference Organiser Sends COI Declaration Form

Date: 12 January 2026
From: Rachel Washington, MECCA Concepts
To: Dr Pamela Douglas
Subject: RE: Possums trade table at 2026 BMNANZ conference

Hi Pam,

Please find the letter and form to complete attached.

Please send completed form back to me and I'll send it on to the committee for approval.

Kindest regards,

Rachel

Rachel Washington, Director, MECCA Concepts Pty Ltd

[Attached: Conflict of Interest Declaration for Speakers, Presenters, Sponsors and Exhibitors form.
The full text of this form is reproduced below.]

DOCUMENT: BMNANZ Conflict of Interest Declaration for Speakers, Presenters, Sponsors and Exhibitors

[Blank form as provided by BMNANZ]

This document is to help individuals or organisations who are working alongside with Breastfeeding Medicine Network Australia and New Zealand as Speakers, Presenters, Sponsors and/or Exhibitors to effectively identify and disclose any actual, potential or perceived conflicts of interest. The Network has a commitment to ensure balance, independence, objectivity and scientific rigor in activities undertaken by the Company, and to uphold the International Code of Marketing of Breast-milk Substitutes (“WHO Code”) and associated WHA resolutions.

Definition of conflicts of interests

A conflict of interest occurs when a person’s personal interests or affiliations conflict with their responsibility to act in the best interests of the organisation. Personal interests include direct interests, as well as those of family, friends, or other organisations a person may be involved with or have an interest in (for example, as a shareholder). Possible types of affiliations include grant/research support; receipt of honoraria, travel or other benefits; acting as a consultant/independent contractor, employee, officer or director, or having a financial interest; participation as part of a speaker’s bureau or being a regular contributor to a publication; having a close friend or family member who is an officer, director, employee, or who has a financial interest; and any other financial or material support.

It is also important to be aware of and comply with the International Code of Marketing of Breast-milk Substitutes (“WHO Code”). This Code prohibits sponsorship and other financial or in-kind inducements which may represent a conflict of interest.

A breach of the WHO Code involves both: a relevant product (breast-milk substitutes, feeding bottles and teats, and food products listed as suitable for babies under 6 months old); and a prohibited activity by the Code.

Action required to manage conflicts of interest

The Board will notify the individual or organisation of their decision regarding management of the disclosed conflict of interest with regards to their interaction with the Network as a Presenter, Speaker, Sponsor or Exhibitor.

Compliance

If the board has reason to believe that a person or organisation has failed to disclose a conflict of interest, it will investigate. Should the investigation confirm non-disclosure, the board will determine an appropriate response.

Declaration

The form requires the declarant to state: whether they have conflicts of interest or affiliations to declare; whether the organisation conforms to the WHO International Code of Marketing of Breastmilk Substitutes and associated WHA Resolutions (Yes/No); whether the trade exhibit table representative adheres to the WHO Code (Yes/No); and whether the organisation or trade table representative has previously been informed by IBLCE that they are in breach of the WHO International Code (Yes/No).

23. Completed COI Declaration Submitted on Behalf of The NDC Institute

Date: 19 January 2026

From: Cathryn Proberts, Education Manager, The NDC Institute

To: Rachel Washington

Subject: Re: Possums trade table at 2026 BMNANZ conference

Dear Rachel,

Thank you for sending through the form for The NDC Institute to take a table at the upcoming BMNANZ Conference.

I have attached the completed form, as well as a PDF of the final page requiring Pam's signature.

Thank you for forwarding to the committee, we look forward to hearing back and hopefully be given approval to participate in the Conference.

If you require any additional details please do not hesitate to contact me.

Kind Regards

Cathryn Proberts

Education Manager, The NDC Institute

The completed declaration stated the following:

Declarant: Pamela Douglas, on behalf of The NDC Institute: home of Possums

Conflicts of interest declared:

- Medical Director, The NDC Institute: home of Possums – a certified social enterprise which sells lactation education courses to both parents and health professionals
- Medical Director of the Possums Clinic Brisbane, which delivers breastfeeding & lactation support using Neuroprotective Developmental Care approaches, and from which I receive fees for service
- Author of The discontented little baby book, from which I receive standard royalties

This organisation conforms to the WHO International Code: Yes

The representative adheres to the WHO Code: Yes – Dr Pamela Douglas will be attending the trade exhibit table

The organisation or trade table representative has previously been informed by IBLCE that they are in breach of the WHO Code: Yes – Dr Pamela Douglas will be attending the trade exhibit table and has been informed by IBLCE that in IBLCE's view, she is in breach of the WHO International Code of Marketing of Breastmilk Substitutes and associated WHA resolutions

24. BMNANZ Board Letter: Withdrawal of All Conference Exhibitors

Date: 23 January 2026

From: The Board of Breastfeeding Medicine Network Australia and New Zealand

To: [Exhibitors]

Subject: BMNANZ Response to Exhibitors – January 2026 [formal letter, attached to email of 27 January 2026]

Dear [Exhibitor],

Thank you for your patience in waiting for further information on our upcoming BMNANZ conference in May.

Whilst it has been our intent to have exhibitors at the conference, it has become clear that in this current climate the process of assessing WHO code compliance for potential exhibitors is beyond the resources of our volunteer run not for profit organisation. For this reason, we will not be able to

have exhibitors at our conference, and we apologise for any disappointment or inconvenience this may cause.

We welcome you to register as an Individual for the conference and enjoy the program and the networking opportunities over the weekend.

Yours sincerely,

The Board of Breastfeeding Medicine Network Australia and New Zealand

25. Formal Written Complaint to ABM Chair

Date: 13 February 2026

From: Dr Pamela Douglas

To: Dr Julie Ware, ABM Chair

Subject: Re: A zoom chat?

Hi Julie,

Thank you, I'm well, and thanks very much for getting back to me in a timely way.

I've decided to ask you to please let me know in writing what the ABM Board's response is to our discussion by Zoom on 28 January 2026, as I would like to have a record. That way, we have ABM's response in writing and there is no confusion.

In summary, in that conversation with yourself I submitted a verbal complaint to ABM which has two parts, and which I'd like to have on the record now as a written complaint submitted to the ABM Board. I would also like to have this written complaint relayed to BMNANZ Board members through the ABM, to be lodged in their minutes. I note that BMNANZ Board informed me in their email 12 April 2025 was their response to my appeal was "our final decision".

Please let me know if you disagree with my recollection of our meeting, as I didn't record it but I consented for you to record it – you stated this recording was just for your own records, not for circulation. In our meeting, I noted:

Part 1:

That the BMNANZ Board in emails 6 and 12 April 2025 (the latter in response to my courteous appeal) declined to allow myself as Director of the certified Australian social enterprise The NDC Institute to let members know in the BMNANZ newsletter that we are running a Guest Speaker program live online monthly, and have free modules available on topics relevant to breastfeeding medicine doctors (such as management of breast abscess by Australian breast surgeon Dr Adam Ofri), which are available to all interested health professionals. The Guest Speaker program and freely available modules form part of a new Lactation Fellowship which upskills breastfeeding medicine doctors, and which has been underway in pilot form since early 2025, following the NABBMLM curriculum blueprint. I noted in our conversation that:

- I am proud to be a Fellow of the Academy of Breastfeeding Medicine
- I am an Educator Provider with the Royal Australian College of General Practitioners and have been for many years, always with very positive evaluations of my courses
- I am known to the Co-Chairs of BMNANZ and known to some members of the BMNANZ Board
- A large number of BMNANZ doctors [NOTE subsequently analysed to be at least 74% of doctors who promote services as lactation medicine doctors on BMNANZ website, possibly more because we no longer have records for those doctors who participated in introductory

Possums courses run in 2015-2016] have either been upskilled by myself in the past or are currently actively NDC Accredited

- The work of other selected doctors who operate small businesses as clinicians and educators is promoted in the member's newsletter – which of course I support since I have the view that a network such as BMNANZ should celebrate the clinical and educational work of all breastfeeding medicine doctors in Australia and New Zealand, inclusively, according to criteria such as track record and quality of education
- Primary health care is a small business model in Australia, without the government, hospital, or health insurance funding which supports program development in the way that is available to many doctors in the US, where there is less emphasis on primary health care; and that breastfeeding & lactation incorporated non-profits such as BMNANZ, ABM, or IABLE operate as businesses. That is, these breastfeeding non-profit corporations can only survive if they are commercially viable, and they are therefore vulnerable to commercial motives for not wishing to be inclusive of, or celebrating of, the work of other breastfeeding medicine doctors' education contributions which may be seen to compete with their own.
- I'd not been given a reason by BMNANZ, other than that the BMNANZ Board is only willing to let network members know about the ABM and the ABA because they are non-profits – even though neither of these breastfeeding non-profits offer a lactation medicine course for doctors. I noted that BMNANZ is bringing in the Director of IABLE Dr Anne Eglash for keynote presentations at the May Conference 2026, which raises the profile of IABLE's courses for breastfeeding medicine doctors, and is likely to have the effect of directing Australian and New Zealand doctors to a US resource (over a new Australian initiative which is unable to be publicly acknowledged within the BMNANZ network as an available opportunity).
- The NDC Institute was invited by BMNANZ (which the invitation email framed as a special invitation) to pay a fee and register as a trade table at the May 2026 Conference. Because of my previous experience at the 2024 Conference, where I was asked to fill out this form after I'd flown in and the trade table was set up, I requested opportunity to fill out the Conflict of Interest Declaration for Speakers, Presenters, Sponsors and Exhibitors prior to paying for the trade exhibit. A short time after the organiser received my COI Declaration, we were informed that BMNANZ was withdrawing all conference exhibitors, because "the process of assessing WHO code compliance for potential exhibitors is beyond the resources of our volunteer run not for profit organisation". I note that neither ABM nor other breastfeeding non-profits staff or volunteers typically assess WHO code compliance themselves, relying upon (a) COI declarations and (b) IBLCE's assessment of compliance. Since I and The NDC Institute declared my/itself WHO Code compliant in response to questions on this form, which is the case, and I was transparent about COI and The NDC Institute and my book royalties, then it would seem likely that BMNANZ's concern actually relates to my response to the form's request that I respond yes or no to the following statement: "The organisation or trade table representative has previously been informed by IBCLE that they are in breach of the WHO International Code of Marketing of Breastmilk Substitutes and associated WHA Resolutions". In my case, the response was affirmative.
- I had made two offers to participate voluntarily in education or committee roles within BMANZ over the previous year and I repeated that offer for a third time on 1 July 2025, mentioning in email that I hadn't heard back one way or the other. The BMANZ Board replied that BMANZ wasn't "currently in a position to take on additional volunteers" and would be hoping "to create more opportunities for member involvement in the future as our capacity grows." In January 2026 a newly NDC Accredited breastfeeding medicine doctor announced that she had just put

her hand up to contribute in a BMNANZ May 2026 Conference committee role and had been accepted.

Part 2:

BMNANZ's decisions to exclude The NDC Institute devalues an RACGP Education Provider's initiatives in our field of breastfeeding and lactation medicine here in Australia. This acts against the best interests of Australian breastfeeding women, infants, and their families, since their doctors have the right to know about quality local initiatives for education in this field offered by an RACGP Education Provider, in the context of BMNANZ claiming in its name to be a representative network of breastfeeding medicine doctors. For this reason, I proposed that BMNANZ's May Conference should not be endorsed by ABM. If ABM endorses the BMNANZ Conference, I proposed that ABM was endorsing BMNANZ's policy of exclusion of an Australian breastfeeding medicine doctor's educational content in a way that directly commercially benefits US-based corporate non-profits offering breastfeeding and lactation medicine opportunities.

Thanks Julie for letting me know your response in writing. I request to have ABM's response on the record, and would be grateful if you could please confirm that this written version of my complaint has been forwarded and is formally lodged with both the ABM and BMNANZ Board, and available in their minutes. Again, if you feel I am misrepresenting anything that I communicated to you in our meeting, please let me know. However, I'd be grateful if the ABM Board would consider the complaint and accompanying request, detailed above.

I'm sorry that I am making contact with you in your early days as ABM Chair in this capacity.

Kind regards

Pam

Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD

26. Complaint Forwarded to BMNANZ Board

Date: 17 February 2026

From: Dr Pamela Douglas

To: BMNANZ

Subject: Complaint to ABM Chair – please submit to BMNANZ Board

Dear colleague,

Please find the email of complaint that I sent to Chair of ABM Julie Ware and which I have requested to have tabled in the minutes of the next ABM Board meeting and BMNANZ Board meeting. Please forward this to the co-chairs of BMNANZ Marni and Anita to that end.

Thank you

Kind regards

Pam

Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD; Associate Professor (Adjunct), School of Medicine, Griffith University; Senior Lecturer, School of Medicine, The University of Queensland; Medical Director, The NDC Institute: Home of the Possums Programs

[The full text of the complaint to ABM Chair Dr Julie Ware, as detailed in Item 27 above, was enclosed with this email.]

27. ABM Executive Director's Response

Date: 21 March 2026

From: Y MBA, Executive Director, ABM
To: Dr Pamela Douglas
Subject: Follow-up to Correspondence with ABM President

Dear Dr. Douglas,

I am writing to follow up on your request to Dr. Julie Ware for written confirmation regarding the matters discussed during your recent conversation. As always, we want to hear from our members, and we appreciate you sharing your concerns with Dr. Ware.

I can confirm that, consistent with your request, the Academy of Breastfeeding Medicine (ABM) Board of Directors was informed of your discussion and of the subsequent concerns you emailed to Dr. Ware during its recent Board of Directors meeting regarding your engagement with the Breastfeeding Medicine Network of Australia and New Zealand (BMNANZ).

For clarity, I wish to state ABM's role and governance boundaries. BMNANZ is an independent organization, separate and distinct from ABM. ABM does not have authority over BMNANZ's governance structures, decision-making processes, or operational activities, and ABM does not undertake direction, oversight, or intervention in the governance of independent organizations.

With respect to your request that ABM not endorse the BMNANZ conference, ABM will proceed in accordance with its established governance policies and procedures, which are designed to ensure equitable, consistent, and fair consideration of endorsement matters. These procedures constitute ABM's due process and will be applied accordingly.

ABM will continue to act within its governance framework and scope of authority. Matters related to the governance and decisions of BMNANZ remain solely within the organization's discretion.

This correspondence is intended to confirm ABM's process and position with respect to the matters raised.

Sincerely,
Y, MBA
Executive Director, Academy of Breastfeeding Medicine

28. Dr Douglas's Reply to ABM Executive Director

Date: 22 March 2026
From: Dr Pamela Douglas
To: Y ABM
Subject: Re: Follow-up to Correspondence with ABM President

Thanks very much Y, and my thanks to the ABM Board of Directors for their consideration.

You refer to the 'established governance policies and procedures, which are designed to ensure equitable, consistent, and fair consideration of endorsement matters'. Could you please direct me to these established policies and procedures as they pertain to endorsement, as I'm interested to understand them.

Thanks very much

Kind regards
Pam

Dr Pamela Douglas MBBS FRACGP FABM IBCLC PhD; Associate Professor (Adjunct), School of Medicine, Griffith University; Senior Lecturer, School of Medicine, The University of Queensland; Medical Director, The NDC Institute: Home of the Possums Programs

29. BMNANZ Board Response to Complaint – Matter Closed

Date: 29 March 2026

From: BMNANZ Board

To: Dr Pamela Douglas

Subject: Fw: Complaint to ABM Chair – please submit to BMNANZ Board

Dear Dr Douglas,

Thank you for your email dated 17 February 2026. The BMNANZ Board met on Sunday 29 March 2026 and has reviewed and minuted your email.

The BMNANZ Board confirms that your concerns regarding newsletter listings have previously been formally considered at board level and responded to in writing. The withdrawal of exhibitors at our upcoming conference was also communicated in writing.

Those decisions have been applied consistently across all private educational enterprises without exception. As previously communicated, the Board's position remains unchanged.

BMNANZ is an independent incorporated organisation and manages its governance, communications, and conference programming in accordance with its own policies and processes. The Board considers this matter closed and does not intend to enter into further correspondence in relation to this matter.

Kind regards,

BMNANZ Board

Breastfeeding Medicine Network Australia/New Zealand

30. ABM Executive Director Provides Endorsement Procedure Document

Date: 3 April 2026

From: Y MBA, Executive Director, ABM

To: Dr Pamela Douglas

Subject: RE: Follow-up to Correspondence with ABM President

Dear Dr. Douglas,

Thanks for your patience as I worked to get caught up this week after returning from vacation. It was great meeting you on Monday during the member networking session.

For your reference, I am attaching a procedural overview that outlines the general principles and review criteria applied by ABM's Code Compliance Committee when evaluating requests for endorsement of external educational events.

Warmly,

Y, MBA

Executive Director, Academy of Breastfeeding Medicine

[Attached: ABM Event Endorsement General Principles and Review Criteria. The full text of this document is reproduced below.]

DOCUMENT: ABM Event Endorsement General Principles and Review Criteria Applied by the Code Compliance Committee

When an organization requests that the Academy of Breastfeeding Medicine (ABM) endorse an external educational event or activity, the request is reviewed by ABM's Code Compliance Committee in accordance with ABM's commitment to the World Health Organization (WHO)

International Code of Marketing of Breast-milk Substitutes and related World Health Assembly resolutions.

Required Submission Materials

Organizations seeking ABM endorsement are required to submit, at a minimum: the complete event program or agenda; disclosure forms for all speakers and organizers; biographical information for all speakers; and a list of all sponsors, exhibitors, and other commercial or organizational partners associated with the event. Incomplete submissions are not eligible for review.

General Guiding Principles

The Code Compliance Committee reviews submitted materials to assess whether the proposed event and its participants align with ABM's mission and vision, and WHO Code compliance. Review is guided by the following principles: transparency through full and accurate disclosure; protection of scientific and educational integrity; avoidance of inappropriate commercial influence; and consistent and equitable application of standards across educational activities.

Eligibility Factors and Potential Exclusion Considerations

In alignment with ABM's standards for speakers and abstract submissions at ABM-sponsored educational activities, the following factors are considered during endorsement review. Individuals may be determined to be ineligible for participation in ABM-endorsed events if disclosed relationships include, but are not limited to, the following:

Employment Conflicts: Current employment by a company that manufactures infant formula or breast-milk substitutes.

Research Funding Conflicts: Current or recent research funding from companies that manufacture infant formula or breast-milk substitutes.

Leadership or Advisory Roles: Holding an advisory, leadership, or influential decision-making role with a company that markets bottles, teats, feeding devices, or related accessories.

Speaker's Bureau Participation: Current participation in a speaker's bureau for a company that violates the WHO Code.

Direct Financial or Promotional Relationships with Noncompliant Companies, including but not limited to: paid consultancy; honoraria; paid promotional speaking engagements; brand ambassadorships; equity ownership or stock options in an entity that violates the WHO Code.

Content-Related Conflicts: Proposed or accepted topics that cannot be delivered without referencing, demonstrating, or promoting products that do not comply with the WHO Code (e.g., proprietary or AI-enabled feeding devices).

Committee Review and Determination

The Code Compliance Committee reviews all submitted materials and disclosures in their totality. Based on this review, outcomes may include: eligibility without conditions; eligibility with required disclosure; or ineligibility where conflicts are determined to be disqualifying.

ABM reserves the right to review, assess, and determine eligibility based on disclosed relationships or activities that may conflict with the WHO Code. These measures are essential to ensure that ABM's scientific and educational offerings remain evidence-based, ethically sound, and free from inappropriate commercial influence.

Endorsement Determination

Endorsement decisions are made only after completion of Code compliance review and in accordance with ABM's governance procedures. Endorsement is not automatic and may be declined where Code compliance concerns cannot be adequately mitigated.

Organizational Boundaries

ABM's endorsement review does not extend to directing, overseeing, or intervening in the governance decisions of independent organizations.

[End of chronological record]