



NIDCAP Nursery Program

A Guide for Training the Site Reviewer

A Process of Instruction, Reflection, Integration and Application

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A Guide for Training the NIDCAP Nursery Site Reviewer: A Process of Instruction, Reflection, Integration and Application

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I. Introduction

“NIDCAP Nursery Certification represents a consistently high level of NIDCAP care for infants and their families, as well as for the staff, and as such is to be commended and celebrated as an inspiration for all.”

B. Buehler, K. Smith and H. Als, 2010

The NIDCAP Nursery Program, under the auspices of the NIDCAP Federation International (NFI), recognizes the excellence of a hospital nursery’s commitment to and integration of the principles of the Newborn Individualized Developmental Care and Assessment Program (NIDCAP) for infants, families, and staff. Hospitals and their well newborn care and intensive and special care nursery systems receive NIDCAP Nursery Certification when they demonstrate that they consistently promote best short and long term development of all infants and families in their care, and support their professionals and staff in accordance with the principle of assuring best personal and professional development towards relationship-based care implementation. NFI-Certified NIDCAP Nurseries provide a dynamic environment for the full integration of expert medical and nursing care securely embedded within the active pursuit of mutual respect, caring, nurturance of and collaboration with infants and families, and among all professionals and staff members.

The NIDCAP Nursery application and review process that leads to the attainment of certification has been described as “A process of application...a journey of collaborative discovery...a goal of recognition.” This process is demanding, both for the nursery applicant, and the NIDCAP Nursery Site Reviewer. The Site Reviewer, in participation with the other members of the Site Review Team, identifies and confirms a nursery system’s strengths and challenges, and as indicated, provides guidance towards growth and further development in order that the nursery may achieve the ultimate goal of certification (Als, 2011). The role of the Site Reviewer is to accurately review and assess the documents, materials and supporting evidence submitted by the nursery applicant as well as to participate in the Site Review Visit which results in the development of the written Summary Report of Nursery Assessment.

The ultimate goals of the Site Reviewer are to support the applicant nursery in its quest to:

- ❖ Assure earlier discharge of healthier infants;
- ❖ Lower hospital costs;
- ❖ Support greater staff competence and collaboration;
- ❖ Facilitate higher parental competence and confidence;
- ❖ Promote better futures for newborns and their families, and
- ❖ Recognize the hospital nursery’s commitment to and integration of the principles of NIDCAP for infants, families, and staff.

II. NIDCAP Nursery Site Reviewer Eligibility Requirements

A professional eligible to be certified as an NIDCAP Nursery Site Reviewer:

- ❖ Is an NFI-certified NIDCAP Professional in good standing (certified or recertified since 1996, inclusive of the Advanced Practicum certification requirement) for the purpose of promoting individualized developmental care.
- ❖ Has attained the level of NIDCAP Trainer, Senior Trainer or Master Trainer.
- ❖ Can document extensive experience of ten or more years of working in or being affiliated with a nursery system that strives to implement and/or evaluate the process of developmental care implementation in the NIDCAP model. For example, this person may be a Nurse Manager for a Newborn Intensive Care Nursery (NICN) who was and remains instrumental in the implementation of the NIDCAP approach to care in the NICN and/or continues to be engaged in NIDCAP work in a substantive role (e.g., Nursing and Medical Directors of NIDCAP Training Centers or other professionals engaged in NIDCAP work in a leadership role).

A professional meeting one or more of the above three categories, must additionally:

- ❖ Be affiliated with a hospital system that, if in the USA, is licensed and accredited by the Joint Commission on the Accreditation of Healthcare Organizations, or if outside of the USA, meets the respective country's accreditation standards.
- ❖ Be a part of a hospital system that provides care to newborn preterm infants under 1,500 grams and/or under 30 weeks gestation either from birth on (NICU, Level III Nursery) or in a convalescent mode (Level II Nursery; step-down nursery); and/or provide care for full-term or near full term infants who require intensive or specialized medical care to ensure their survival; and/or provides care for newborns in a hospital setting for various other reasons.
- ❖ Support the overall goals and objectives of the NFI NIDCAP Nursery Program.
- ❖ Be available for national and international travel to conduct Site Review Visits and have the prerequisite experience necessary to execute the responsibilities of the Site Reviewer, namely:
 - Review and evaluate nursery applicants' NIDCAP Nursery Applications: Parts I & II;
 - Assess the quality of care provided by a nursery with regards to the nursery's environment, the infant, the family, and the professionals and staff that care for the infant and family;
 - Conduct interviews with nursery professional/staff, hospital administration and family members; and
 - Review and evaluate medical charts, hospital policies and procedures, and mission statements, etc.
- ❖ Meet with members of the NIDCAP Nursery Review Team during the application and review process to evaluate the applicant's submitted materials and supporting evidence that eventually results in the development of the NIDCAP Nursery Summary Report; and
- ❖ Be available to offer guidance and next steps of support to those nurseries whose review process indicates that further work is necessary before NIDCAP Nursery Certification is achieved.

III. NIDCAP Nursery Site Reviewer's Responsibilities

The responsibilities of the Site Reviewer are considerable and demand keen eyes and ears in order to observe well; an astute and reflective mind in order to integrate the information gleaned; the ability to support and creatively facilitate change; and the motivation to assist others in their collaborative journey to achieve a consistently high level of NIDCAP care within their nursery systems.

The Site Reviewer's duties during the application and review process include:

- ❖ Review and evaluate the application documents submitted by the nursery. These include: The NIDCAP Nursery Application, Part I with Supporting Evidence; and NIDCAP Nursery Application, Part II, Site Self-Assessment Questionnaire, the applicant scored Nursery Assessment Manual, and the Nursery Assessment Manual: Provision of Evidence.
- ❖ Prepare for the Site Review Visit: Organize and review logistical arrangements (airfare, ground transportation, accommodations, meals, etc.); and review the Site Review Schedule, Bio-Sketch Profiles, and Site Review Checklist.

- ❖ Participate, typically, in a Three-Day NIDCAP Nursery Site Review Visit:

Days 1 & 2. The Site Reviewer will:

- Experience the pathway to the nursery;
- Assist in conducting interviews with hospital/nursery leadership and staff;
- Conduct nursery observations of environment, caregiving, and interactions between Caregiver ↔ Caregiver, Caregiver ↔ Parent, Infant ↔ Parent ↔ Caregiver, and others);
- Observe daily Rounds, the NICU Follow-Up Clinic, additional specialized clinics, parent group meetings, etc.; and
- Review NICU policies, procedures and medical charts, among others.

Day 3. The Site Reviewer will:

- Participate in the Site Review Team Meeting, which involves integration of the information gathered during the visit with the information and documentation collected prior to the Site Visit (NIDCAP Nursery Applications: Parts I & II);
- Independently score the Nursery Assessment Manual;
- Participate in the Site Review Team's brief meeting with the applicant nursery's leadership in order to:
 - Convey an overall impression about exemplary areas;
 - Convey an overall impression about areas that will require further work; and
 - Provide an opportunity to ask the site for further clarification of any of the points raised during the course of the review of supporting documents, site self-assessment, observations, and interviews that were conducted as part of the site review process.

The Site Reviewer's duties following the application and review process include:

- ❖ Participation with members of the Site Review Team in completing the Summary Scoring process with graphing, formulation of the Summary Report and submission to the NIDCAP Nursery Program Steering Committee.
- ❖ Collaboration in the integration of revisions suggested by the Steering Committee.
- ❖ Finalization of the Summary Report.
- ❖ Presentation of the Summary Report to the NFI Board of Directors. The NFI Board decides on the ultimate status of the application.

IV. Training Requirements**The NIDCAP Nursery Site Reviewer must:**

1. Qualify for training as stipulated in the *NIDCAP Nursery Site Reviewer Eligibility Requirements*.
2. Review all NIDCAP Nursery Application and Review Process materials (Appendix A; these may be downloaded from the NFI webpage: www.nidcap.org)
3. Complete Required Reflective Readings (Appendix B).
4. Assess the nursery utilizing the Nursery Assessment Manual and verbally reflect upon this experience with the NIDCAP Nursery Program Director.
5. Participate in the *Training the NIDCAP Nursery Site Reviewer: An Introductory Workshop*.
6. Meet acceptable standards of participation as a NIDCAP Nursery Site Reviewer of two applicant nurseries as outlined above under *NIDCAP Nursery Site Reviewer's Responsibilities*.
7. Submit a Reflective Journal: *Experiencing the NIDCAP Nursery Application and Review Process* within one week after submission of the Summary Report (see Appendix C).
8. Meet acceptable standards of evaluation to attain certification as a NIDCAP Nursery Site Reviewer.

V. Mentoring the NIDCAP Nursery Site Reviewer in the NIDCAP Nursery Review and Application Process

The final and most important step for the Site Reviewer is to participate with the Program Director and NIDCAP Nursery Site Review Team in reviewing and evaluating the formal applications of two applicant nurseries. This includes: preparing for the review process; participating in the NIDCAP Nursery Site Review Visits; scoring the Nursery Assessment Manual; and assisting in the formulation of the NIDCAP Nursery Summary Reports (see III. NIDCAP Nursery Site Reviewers' Responsibilities). In addition, it also includes submission of a Reflective Journal with the submission of the two NIDCAP Nursery Summary Reports (see below).

A Reflective Journal: *Experiencing the NIDCAP Nursery Application and Review Process*

The process of reflection is inherently embedded within the NIDCAP approach to care (see Appendix B, Required Reflective Readings). This is particularly true in the application and review process of the NIDCAP Nursery Program. As a NIDCAP Nursery Site Reviewer one must continuously call upon the reflective process in reviewing the NIDCAP Nursery Application: Parts I & II; appraising the Site Self-Assessment; evaluating the Nursery Assessment Manual: Provision of Evidence; observing what was seen, heard, and examined during the Site Review Visit; integrating and reflecting upon all the collected information to accurately evaluate and score the Nursery Assessment Manual; and finally, working as a team in the development of the NIDCAP Nursery Summary Report that highlights both the strengths and next steps of the nursery reviewed and, if necessary, providing the support and guidance along the next steps to attain NIDCAP Nursery Certification.

After the submission of each of the Summary Reports, the Site Reviewer candidate, develops and submits a typed written report entitled “A Reflective Journal: *Experiencing the NIDCAP Nursery Application and Review Process.*” This will consist of the candidate’s reflections on the opportunities and challenges that he/she experienced over the course of this training. The report should include, but is not limited to:

1. Personal reflections on all training assignments and materials (see IV. Training Requirements);
2. Personal reflections and experiences of participating in the NIDCAP Nursery Application and Review Process:
 - a. Interactions with the Site Review Team members during review of NIDCAP Nursery Application: Parts I & II;
 - b. Interactions with Site Review Team and nursery applicant’s professionals and staff over the course of the Site Review Visit; and
 - c. Interactions with the Site Review Team during the course of scoring of the Nursery Assessment Manual and during the formulation of the NIDCAP Nursery Summary Report.
3. Overall experience and reflections on the NIDCAP Nursery Application and Review Process:
 - a. Challenges faced; Unanticipated Challenges; Compromises made;
 - b. Opportunities as well as missed opportunities;
 - c. Plans for future improvements: ‘*What might I have done differently?*’ This addresses the multitude of interactions that the Site Reviewer experienced with other professionals during the course of the training, application and review process; and
 - d. Strengths and suggested needs to enhance the training experience.

After each of the two site visits, and with the submission of the NIDCAP Nursery Summary Reports, the Site Reviewer candidate submits the Reflective Journal: *Experiencing the NIDCAP Nursery Application and Review Process* (see Reflective Journal Submission Instructions, Appendix C).

VI. Evaluation of NIDCAP Nursery Site Reviewer

The following evaluation components are assessed:

- A. Upon completion of the first Site Review Visit, A Reflective Journal: *Experiencing the NIDCAP Nursery Application and Review Process*, submitted by the Site Reviewer, is reviewed by the Program Director and Site Review Team. The Program Director meets with the Site Review Team to discuss their impressions as they reflect upon the strengths and challenges faced by the Site Reviewer that were observed over the course of their interactions with him/her before, during and after the Site Review Visit. A formal evaluation report is developed by the Program Director and shared with the Site Review Team and the NIDCAP Nursery Program Steering Committee. This report, with recommendations and outcome, is shared with the Site Reviewer. If the Site Reviewer appears likely to receive certification in this capacity, he/she is invited to participate in a second Site Review Visit.
- B. Upon completion of the second Site Review Visit, A Reflective Journal: *Experiencing the NIDCAP Nursery Application and Review Process*, submitted by the Site Reviewer, is reviewed by the Program Director and Site Review Team. The Program Director meets with the Site Review Team to discuss their impressions as they reflect upon the strengths and challenges faced by the Site Reviewer that were observed over the course of their interactions with him/her before, during and after the Site Review Visit. A formal evaluation report is developed by the Program Director and shared with the Site Review Team and Steering Committee.

The Steering Committee decides on the ultimate status of Site Reviewer Certification. Upon acceptance of the formal evaluation report and the affirmative recommendations of the Program Director, Site Review Team, and Steering Committee, the NFI Board is informed and confers formal certification as a NIDCAP Nursery Site Reviewer.

VII. References in Support of NIDCAP Nursery Certification

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2. Buehler DM, Als H, Duffy FH, McAnulty GB, & Liederman J. Effectiveness of individualized developmental care for low-risk preterm infants: behavioral and electrophysiological evidence. *Pediatrics*. 1995; 96: 923–932.
3. Fleisher BF, VandenBerg KA, Constantinou J, et al. Individualized developmental care for very-low-birth-weight premature infants. *Clin Pediatr (Phila)*. 1995; 34: 523–529.
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9. McAnulty G, Duffy F, Butler S, Bernstein J, Zurakowski D, Als H. Effects of the newborn individualized developmental care and assessment program (NIDCAP) at age 8 years: Preliminary data. *Clin Pediatr*. 2010; 49:258-270.
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12. Als H, Gilkerson L, Duffy FH, et al. A three-center randomized controlled trial of individualized developmental care for very low birth weight preterm infants: medical, neurodevelopmental, parenting and caregiving effects. *Journal of Developmental Behavioral Pediatrics*. 2003; 24: 399–408. Westrup, B., B. Böhm, et al. (2004). "Preschool outcome in children born very prematurely and cared for according to the Newborn Individualized Developmental Care and Assessment Program (NIDCAP)." *Acta Paediatrica* **93**(4): 498-507.
13. Kleberg A, Westrup B, Stjernqvist K. Developmental outcome, child behavior and mother-child interaction at 3 years of age following newborn individualized developmental care and intervention program (NIDCAP) intervention. *Early Human Development*. 2000; 60: 123–135.
14. Als H. Individualized, family-focused developmental care for the very low birthweight preterm infant in the NICU. In SL Friedman & MD Sigman (eds), *The Psychological Development of Low Birthweight Children*. 1992; 341-388. Norwood, NJ: Ablex Publishing.
15. Als H, Gilkerson L. The role of relationship-based developmentally supportive newborn intensive care in strengthening outcome of preterm infants. *Seminars in Perinatology*. 1997; 21, 178-189.

APPENDICES

- A. NIDCAP Nursery Application and Review Process Materials
- B. Required Reflective Reading
- C. Example of a Reflective Journal Submission
- D. Reflective Journal Submission Instructions
- E. NIDCAP Nursery Program Flow Charts
- F. NIDCAP Nursery Site Reviewer-in-Training Questionnaire:
Performance Evaluation

APPENDIX A

NIDCAP Nursery Application and Review Process Materials

NIDCAP Nursery Application and Review Process Materials

1. NIDCAP Nursery Program: *A Guide to Preparation, Application and Implementation of NIDCAP Nursery Certification*
2. Application Process Flow Charts
3. NIDCAP Nursery Application: Part I
4. Medical History and Background Observation Sheet
5. NIDCAP Nursery Application: Part II
6. Nursery Assessment Manual
7. Nursery Assessment Manual Score Sheets
8. Nursery Assessment Manual: Provision of Evidence
9. Preparation for the NIDCAP Nursery Site Review
10. NIDCAP Nursery Site Review Team
11. Cost Analysis & Budget Justification for NIDCAP Nursery Fees and Travel Expenses
12. NIDCAP Nursery Program FAQs
13. NIDCAP Nursery Evaluation Forms
 - Site Coordinator Evaluation
 - Nursery Applicant Evaluation
 - NIDCAP Nursery Site Reviewer Evaluation

The above materials can be found at www.nidcap.org, click on “NIDCAP Nursery,” then click on “How to Apply.” These materials are posted on the right side of the webpage.

APPENDIX B

Required Reflective Readings

Required Reflective Readings

1. Als H. Earliest intervention for preterm infants in the newborn intensive care unit. In Guralnick MJ, ed. *The Effectiveness of Early Intervention*. Baltimore: Brookes Publishing Co., 1996:47-76.
2. Als H & Gilkerson L. The role of relationship-based developmentally supportive newborn intensive care in strengthening outcome of preterm infants. *Seminars in Perinatology*. 1997; 21 (3):178-189.
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4. Gilkerson L, Als H. Role of reflective process in the implementation of developmentally supportive care in the NICU. *Infants and Young Children*, 1995; 7: 20-28.
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6. Hedlund R, Vittner D. Reflective practice within NIDCAP Training. Presented at the 20th Annual NIDCAP Trainers Meeting, Chicago, Illinois, 2009.
7. Schön DA. *The Reflective Practitioner: How Professionals Think in Action*. New York, NY: Basic Books; 1983.*Available at www.barnesandnoble.com
8. Tremmel R. Zen and the art of reflective practice in teacher education. *Harvard Education Review*. 1993; 63(4): 434-458.
9. Vittner, D. Reflective strategies in the neonatal clinical area. *Advances in Neonatal Care*. 2009; 9(1), 43-45.

APPENDIX C

Example of a Reflective Journal Submission

Privileged information to be shared with prospective NIDCAP Nursery Site Reviewers

APPENDIX D

Reflective Journal Submission Instructions

Reflective Journal Submission Instructions

Please submit “A Reflective Journal: *Experiencing the NIDCAP Nursery Application and Review Process*” to Rodd Hedlund, MEd one week after the completion of the Summary Report of Nursery Assessment. This report is formulated in collaboration with the Site Review Team.

Email: nidcapnurserydirector@nidcap.org

Mail: Rodd Hedlund, MEd
Director, NIDCAP Nursery Program
2032 Quail Creek Drive
Lawrence, Kansas 66047 USA

Evaluation Process

Upon completion of the Site Review Visit, ‘A Reflective Journal: *Experiencing the NIDCAP Nursery Application and Review Process*,’ submitted by the Site Reviewer-in-Training, is reviewed by the Program Director and Site Review Team Members. The Program Director then meets with the Site Review Team to discuss their impressions as they reflect upon the strengths and challenges faced by the Site Reviewer observed over the course of their interactions with him/her before, during and after the Site Review Visit. A formal evaluation report is developed by the Program Director and shared with the Site Review Team, and Steering Committee. This report, with recommendations and outcome, is then shared with the Site Reviewer (see VII., Evaluation of the NIDCAP Nursery Site Reviewer.)

Additional Information

For all NIDCAP Nursery Program Site Reviewer inquiries, training materials, guidance and/or questions, please contact:

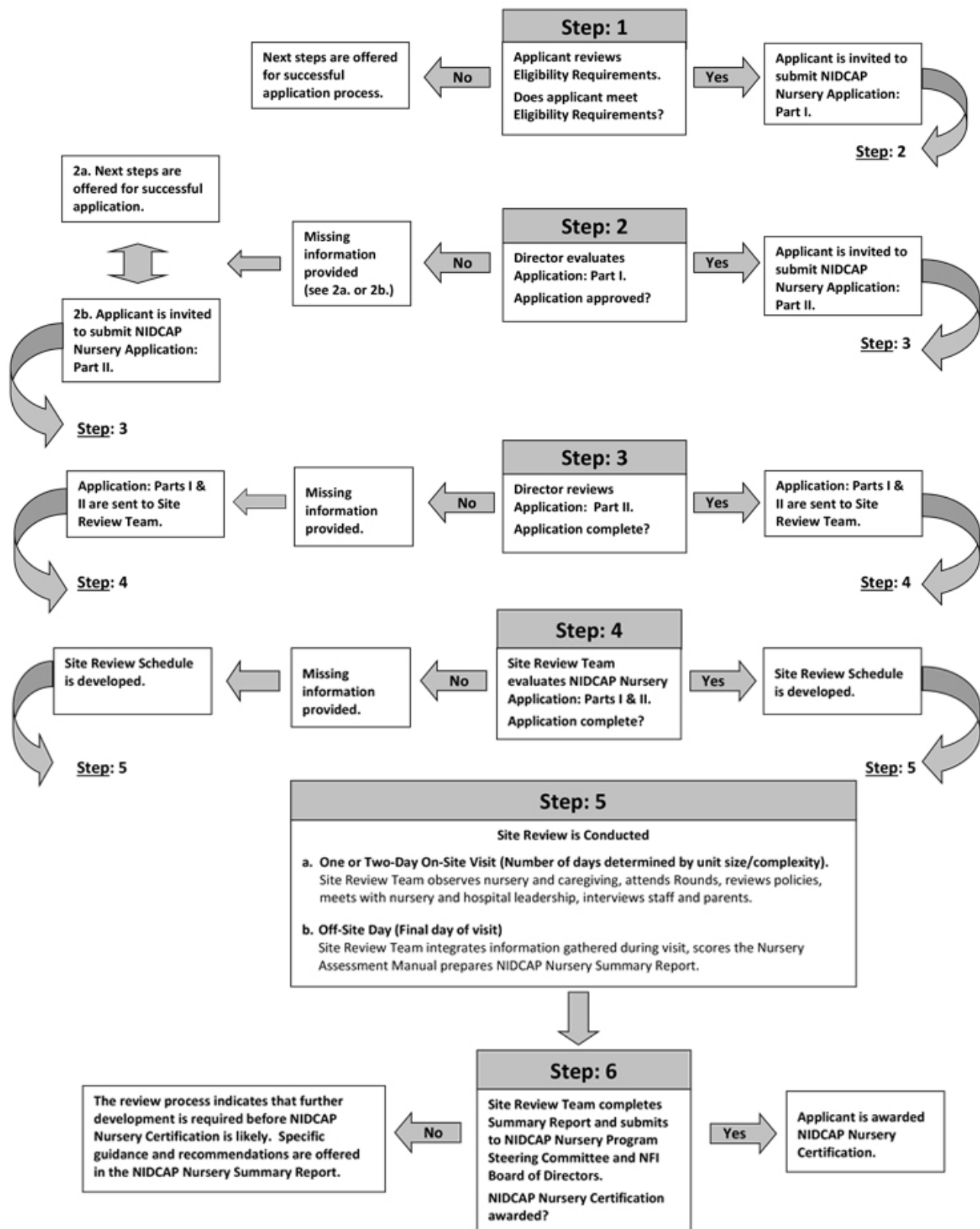
Rodd E. Hedlund, MEd
2032 Quail Creek Drive
Lawrence, Kansas 66047 USA
nidcapnurserydirector@nidcap.org
785-841-5440

APPENDIX E

NIDCAP Nursery Flow Charts



NIDCAP Nursery Program Application and Review Process



APPENDIX F

NIDCAP Nursery Site Reviewer-in-Training Questionnaire Performance Evaluation



NIDCAP Nursery Site Reviewer-in-Training Questionnaire Performance Evaluation

Name of Site Reviewer-in-Training:

Name of Site:

Date of Site Visit:

Name of Evaluator:

Date:

Interaction & Communication Skills over the course of your review of NIDCAP Nursery Application: Parts I and II

1. Did the Site Reviewer-in-Training appear to be well organized and prepared for your discussion of NIDCAP Nursery Application: Parts I and II?

2. During your discussions do you feel that the Site Reviewer-in-Training conduct herself/himself in a professional manner?

3. Did the Site Reviewer-in-Training contribute to the discussion, bringing her/his own perspective and insights to the material that was being reviewed?

4. As a Site Reviewer did you feel comfortable in your interactions with the Site Reviewer-in-Training?

5. As a Site Reviewer are there any interaction/communication points that you feel the Site Reviewer-in-Training needs further mentoring to improve her/his skills of communication?

Interactions & Communication Skills During the Site Visit

1. Did the Site Reviewer-in-Training appear to be well organized and prepared throughout the course of the Site Visit?

2. Did the Site Reviewer-in-Training conduct herself/himself in a professional manner throughout their interactions with the Site Coordinator, nursery professionals/staff and administration?

3. Did the Site Review-in-Training appear to be a competent, reflective listener when interacting with an individual over the course of an interview?
 - ❖ Did she/he ask reflective follow-up questions?

 - ❖ Was she/he supportive and respectful toward the interviewee?

 - ❖ Describe her/his interview style (i.e., comfortable, aggressive, focused, informal, formal, inviting, etc.)?

4. Describe and provide examples of observed interactions between the Site Reviewer-in-Training and the Site Coordinator, nursery professionals and staff, which demonstrated both strengths and challenges faced by this Site Reviewer.

Scoring the Nursery Assessment Manual

1. Did the Site Reviewer appear to be well prepared for scoring the Nursery Assessment Manual? For example, was it clear that she/he had reviewed all submitted application materials?
 - ❖ NIDCAP Nursery Application: Parts I and II

 - ❖ Site Self-Assessment

 - ❖ Nursery Assessment Manual: Provision of Evidence

 - ❖ All translated materials

2. Did the Site Reviewer-in-Training appear to be comfortable and competent in expressing her/his views about scoring specific category items?

3. Did the Site Reviewer-in-Training competently summarize her/his scoring of the assessment items and provide a concise scoring rationale?

4. Was the Site Reviewer-in-Training respectful of the scoring views of the other Site Reviewers?

5. Was the Site Reviewer-in-Training able to compromise with others on specific scoring issues?

Overall Impressions

1. Discuss the Site Reviewer-in-Training's strengths throughout the course of the Site Visit. Please provide examples that support your impressions.

2. Discuss the Site Reviewer's challenges throughout the course of the Site Visit. Please provide examples that support your impressions.

3. As a veteran Site Reviewer, please discuss your overall experience in working with this Site Reviewer-in-Training over the course of the entire site visit.

4. The Site Reviewer-in-Training's must complete one more Site Review to complete her/her training to become a Certified NIDCAP Nursery Site Reviewer. Would you recommend that the current candidate continue this training process? Why or why not?