



NIDCAP Federation International

Minutes of the Meeting of the Board of Directors Moss Beach, California April 25 – 26, 2006

Board Members present: *H. Als, D. Buehler, J. Helm, g. Lawhon, G. McAnulty, R. Sheldon, K. Smith, K. VandenBerg*

Staff: *M. Hopewell, S. Kosta*

Tuesday, April 25, 2006

9:00 a.m. Dr. Als called the meeting to order

Dr. Als welcomed the board and reviewed the meeting agenda.

Finance Committee Report

Dr. McAnulty presented the report entitled *Consolidated Statement of Operations 2005-2006, Interim Report April 2006*. She reviewed the beginning balance as of October 1, 2005 (\$135,367), revenues (\$24,665), costs and expenses (\$67,803), and the ending balance as of April 2006 (\$92,229).

It was reported that a number of centers (Argentina, Denver, and Sweden) and nine individual NFI members have membership dues still outstanding. Previously, a membership policy was sent via email to NFI members describing the hardship policy for payment of membership dues. Discussion to further develop recourse for arrears ensued. Consensus was reached that a series of three letters will be sent to center directors for center dues and/or individual NFI members for nonpayment of membership dues: the first letter will state that membership dues are due on April 15th and after April 30th a late fee of 10% will be charged; the second letter will state that after July 30th the center and/or member will no longer be “in good standing”; and the third letter will be notification that the NFI board will have to be informed by the member for consideration of reinstatement to be a center and/or member in good standing. Centers and/or members no longer “in good standing” will be required to transfer trainees currently in training to the NFI board for reassignment to another trainer. Failure to comply will result in violation of policy and individuals involved will be required to report to the NFI board. Individuals may petition the board for reinstatement before the end of the fiscal year.

Upon motion, duly made, seconded and carried, it was unanimously

Voted: To send a notice stating that center and individual membership dues are due by April 30th; After April 30th, a notice will be sent that states that dues not paid will include an additional 10% late fee which expires in 90 days (July 30th), at which point the center and/or member will no longer be “in

good standing”; After July 30th, a notice for unpaid dues will inform the center and/or individual that they are no longer “in good standing” and will be required to cease further training until reparations are made.

Because of its potential to be a large budgetary item, Dr. McNulty asked the board to consider speaker fees and honoraria for individuals presenting at the Annual Trainer’s Meetings. Consensus was reached that non-NFI members shall receive an honorarium and all meeting expenses paid by the NFI. Agreement was also reached that an honorarium for NFI members shall be individually considered by the board at the time the Trainer’s Meeting is being planned. The amount of the honoraria available to presenters may vary from year to year depending on the budget and meeting location for that year.

Upon motion, duly made, seconded and carried, it was unanimously Voted: To accept the finance report as presented.

Fundraising Committee Report and Resource Development Plan

Dr. VandenBerg reported to the board on the status of the NFI fundraising efforts, including: the letter appeal (\$1,275 received) and outstanding grant proposals likely to be funded (Bella Vista, Pritzker). Suggestions from Ms. Krieg (Director of Development, Pritzker Foundation) for our continued fundraising success beyond this year include availability of our database to track NIDCAP nurseries and professionals (suggested as a first priority), funding from other sources, the NFIs increasing status as an organization, a dedicated phone line and address for the NFI, consideration of the use of a name for our organization that is more accessible for the general public, and to diversification and expansion the NFI membership to include business and parent members. Subsequent year’s funding from the Pritzker Foundation will be considered based on the successful implementation of these suggestions as well as the acquisition of two additional funders to the NFI by the end of this fiscal year. Upcoming fundraising goals will include the creation of a Friends of NIDCAP category for donations.

Dr. Helm will expand the website to include a data summary page enumerating the number of trainees, number of states, and numbers of each category of professional.

Prior to the Nursery Certification Program, the development of a survey was proposed to evaluate existing developmental care in the approximately 700 NICUs in the United States. Our European colleagues will be approached to explore implementation of surveying NICUs in European countries. By querying nurseries, a summary of where NIDCAP training has reached and how it is being implemented will be available. One question might include: “Does your nursery have a NIDCAP certified professional on staff?” Dr. Helm described a similar NIDCAP survey that was conducted six years ago and will prepare a review of the results by the end of May. Ms. Hopewell will explore the development of a team for the completion of this new survey. She will also prepare a budget and develop a Request for Proposal (RFP) within the next six months. Ms. Hopewell will prepare a timeline for this project by the end of May.

Upon motion, duly made, seconded and carried, it was unanimously Voted: To accept the fundraising report as presented.

A reminder was made that the board is not required to vote on the adoption of committee reports.

Resource Development Plan

Ms. Hopewell distributed the *Draft Resource Development Plan for FY 2006/2007*. From this document, she presented a fundraising proposal for the remainder of the 2005-2006 fiscal year, with a target goal of \$50,000 of new contributions. Grants currently being reviewed are the Bella Vista and Pritzker Foundations. Should they continue to support the NFI, one third of this funding will apply to this fiscal year and two thirds to the 2006-2007 fiscal year. An analysis of the report submitted by consultant Jane Hexter regarding potential funding agencies for the NFI revealed 73 possible foundations. These organizations were all interested in funding geographically-specific projects. These funding agencies were further organized into realistic feasibility (“good, fair, and weak”) of their providing grant monies. Ms. Hopewell described five organizations from this report that may be interested in funding NFI projects. Dr. Als asked whether we should ask Ms. Hexter to revise the grant opportunities search with additional information. Ms. Hopewell advised the board to consider its cost effectiveness.

Goals for the coming year include: (1) to increase the NFI membership to a minimum of 125 members (Dr. Als suggested that we explore how to best identify and invite new members); (2) to seek continued operating support from the Pritzker and Bella Vista Foundations and gain at least one new funding agency for NFI operations; (3) to seek program support from five funding agencies (e.g., Child Health Foundation, A.L. Mailman Foundation, The Dorothea Haus Ross Foundation, The Commonwealth Fund, and The Gerber Foundation; Ms. Hopewell and Dr. Vandenberg will develop a fundraising strategy to approach these organizations; focus will be on funding agencies that give \$40,000 to \$50,000/ year with opportunities for continuous funding for several years); (4) to create an attractive brochure describing NFI for use in proposals; (5) to develop two to three fundable projects in the area of program development, such as the Nursery Certification Project and NFI Publications (e.g., newsletter, written training materials) and other training materials (e.g., videos); (6) to develop and implement the Friends of NIDCAP Campaign, including the development of a webpage dedicated to donors (a separate webpage and category from NFI members; Dr. Vandenberg and Ms. Hopewell will develop this goal); (7) to identify and approach five potential private individuals in the United States and Europe who have a potential emotional connection to NFI’s mission and could support the NFI at the level of \$50,000 and greater; and (8) to establish an endowment fund to support NFI’s work nationally and internationally. Dr. Helm suggested that for each goal described, individuals be assigned responsibility for their implementation. He will organize the increase in membership objective.

Consensus was reached that the fundraising committee needs to expand to effectively fundraise monies for the NFI. At this time, members of the committee include: Dr. Vandenberg (chair) and Ms. Hopewell. Names of possible parents of infants born prematurely, professionals (Dr. Imaizumi, Dr. Gilkerson) and members of the business and hospital communities were explored for consideration to participate on the committee. Dr. Vandenberg will continue to work with Ms. Hopewell to further develop this committee.

For development of funding proposals, Ms. Hopewell described the need for more clearly articulated, concrete projects. Dr. Buehler suggested that each committee prepare a one to two page description of the goals and needs of each project with a projection of costs. Dr. Lawhon suggested that Ms. Hopewell speak with committee chairs for this information.

Dr. Sheldon suggested that another possible project for the NFI be public awareness of NIDCAP and the NFI. Materials to support this goal might include the development of a package of informational materials (perhaps targeted for potential funders), articles in the popular press, and appearances and films for the media.

Unfinished Business from Prior Board Discussion

Ms. Hopewell brought to the board's attention the unfinished board discussion regarding payments made to NFI members when they are speaking in behalf of the NFI. A Speaker's Bureau check of \$3,000, which included payment of expenses, was paid to Dr. Als for an NFI presentation. Dr. VandenBerg stated that the attorney who would be speaking at the next day's meeting would be the appropriate resource for guidance.

Monthly NFI Board Conference Call

The dates for next NFI Board telephone conference call were discussed. It was decided that a Board conference call be held the third Tuesday of every month at 3:00 EDT. The upcoming calls in 2006 will be May 16, June 20, and July 18.

Membership Development Committee Report

Dr. Helm distributed the *NFI Membership Committee Report*. The board is in agreement that the NFI expand its membership. Yet, to keep the NFI a membership organization and NIDCAP-defined, increasing membership needs to be done thoughtfully. NIDCAP directors (and trainers) can nominate individuals for membership. Professionals who became NIDCAP certified after the Advanced Practicum will be eligible for membership. Professionals who became NIDCAP certified prior to the Advanced Practicum must be involved in NIDCAP care (the application form will be modified to address this point) and apply for membership. The addition of the category of student membership (currently working toward NIDCAP certification, name annually submitted by trainer, and without voting rights) was discussed.

The benefits of NFI membership include: (1) support of the NFI; (2) invitation to the NFI Membership Meeting; (3) access to the membership page on the NIDCAP website; and (4) eligibility to vote in NFI membership decisions (all actions to be voted on would be sent prior to meetings). The benefits to be developed include: (1) a certificate, a pin, and/or a card designating membership; (2) listing on the NIDCAP website as a certified NIDCAP professional; (3) receipt of a newsletter (when available); and (4) other to be decided features. Dues will be collected annually for members and will be the same for all members. Members joining mid-year may receive a reduced pro-rated fee.

Dr. Als suggested making a formal statement about access to the membership page on the NIDCAP website. When one has paid membership dues, the NFI member would receive the member password. This password should change annually, upon the dues payment deadline. There may be a membership number assigned to each member to log onto the member's page of the NIDCAP website. Dr. Helm will explore with the webmaster ease of annual password changes.

Dr. Helm suggested that a new category, trainers-in-training, should now have NFI membership, with full membership dues as a requirement. This would apply once the commitment to become a trainer is approved by the master trainer. Training to become a trainer is the commitment to become a member of the NFI. If payment of membership dues presents a hardship, individuals may apply to the board for consideration. Relatedly, centers in development with trainers in training will be required to send a representative to the trainers meeting.

Dr. Helm requested the board's approval to further develop the NFI membership as outlined in his proposal.

Upon motion, duly made, seconded and carried, it was unanimously Voted: To accept the membership categories as proposed

A timeline was proposed with announcements for NFI membership applications to be made by June 1, 2006, and to be included with the 2006 Annual Trainer's Meeting invitations. Additional announcement(s) to be sent to professionals other than meeting invitees will be discussed.

Ms. Hopewell will explore types of agreements that might need to be signed for membership to the NFI, such as commitment to the ethical and professional standards of the NFI. She suggested consulting other organizations' statements.

Upon motion, duly made, seconded and carried, it was unanimously Voted: To accept the revised membership policy

Dr. Helm proposed that the products committee gain new members with the goal to continue to develop benefits for NFI members.

Quality Assurance Committee Report

Quality Assurance Committee Chair Dr. Als distributed and reviewed three policy documents. The first document, *Relationship among NIDCAP Trainers, NIDCAP Training Center Development, and NIDCAP Master Trainer Development* contains information gathered from board-approved decisions in 2005 and stated as NFI policy. This document describes categories of NIDCAP professionals such as master trainers, master trainers in training, and senior trainers.

Upon motion, duly made, seconded and carried, it was unanimously Voted: To accept the document entitled *Relationship among NIDCAP Trainers, NIDCAP Training Center Development, and NIDCAP Master Trainer Development*

The board decided that each policy be given a letter and number designation to assist with their organization. Policies will be grouped by letters signifying their topic (e.g., T for training, M for membership) and serially numbered as adopted. Dr. Helm suggested that the identifier be similarly placed on all documents, in the title and in the footer of each document. Ms. Kosta and Ms. Hopewell will assign these letter and number combinations to all of the NFI policies.

The second document, *Master Trainer Eligibility Criteria* was reviewed and edited with two modifications.

Upon motion, duly made, seconded and carried, it was unanimously Voted: To accept the revised document entitled *Master Trainer Eligibility Criteria*

The third and final policy document reviewed was *NIDCAP Trainer and Master Trainer Development*. This document outlines the current practices of requirements, processes, quality control and costs of trainer development. To allow for time for the board to review this document, the decision was made to table further discussion until the meeting the following day.

The next topic from the Quality Assurance Committee was the standardization of training materials to ensure that all components and the current versions of each of the materials are being used by NIDCAP trainers. Dr. Als and Dr. Buehler distributed samples of Table of Contents and shared Trainer's Binders under development for NIDCAP and APIB training. These materials will be further refined and the NIDCAP Binders are planned to be distributed at the 2006 Trainer's Meeting to Center Directors, Trainers and Trainers in Training. Dr. Als stated that all Training Binders should have the

same appearance. Future content changes will be posted on the member's page of the NIDCAP website. Board members were asked to review the Table of Contents for additional ingredients, suggestions, edits, etc. and send comments to Dr. Buehler. Dr. VandenBerg suggested that more current NIDCAP write-up examples be included.

Related to the topic of consistency of materials, Dr. Als proposed that there be one approved standardized NIDCAP scan sheet. International adaptations would be directly translated from the original English language version and using the same layout and formatting of the original. It was proposed that the scan sheet be in a pdf file format for reproduction. The Quality Assurance committee will approve scan sheets produced in other languages, based on assurances from the Master Trainer and Training Center Director for conceptual accuracy.

Upon motion, duly made, seconded and carried, it was unanimously

Voted: To adopt one international format of the NIDCAP scan sheet; translations of the NIDCAP scan sheet will be submitted to the Quality Assurance committee chair for approval

All training documents which have been translated from the original English versions should be sent to Ms. Kosta for review of citations, proper NFI heading, etc., prior to use and NIDCAP website posting. Ms. Smith will contact the Trainers-in-Training, in Italy, to send their materials to Ms. Kosta.

To ensure a high level of quality in training, Dr. Als proposed that each training session should include a formal schedule to be sent to trainees in advance to promote their understanding of the training process. She distributed a generic training schedule for APIB and NIDCAP sessions to be used as a guide to create the individual training schedules. Discussion ensued and ranged from the need for individuality in training styles to the importance of standardization. Dr. Als restated the need for written training schedules to be given to trainees in advance of training.

The document *Training Center Development Guide*, adopted at the previous board meeting, was redistributed in its revised form. One further clarification in section three of the document was agreed upon, indicating at the closing of the original correspondence to who copies of the follow-up letter has been sent. This revised version will be sent to members of the board and posted on the member's page of the NIDCAP website.

Upon motion, duly made, seconded and carried, it was unanimously

Voted: To approve the *Training Center Development Guide* with the revision as discussed

For quality assurance of training material content, Dr. Lawhon suggested that a review be made of materials used. Ms. Hopewell will prepare a letter, with dates for submission, to be sent to the appropriate contacts from countries currently undergoing and/or having completed training for the complete set of translated documents (e.g., Argentina, France, Germany, Italy, The Netherlands, Spain, and Sweden). Dr. Als will review this letter prior to its mailing. At this time training materials from France, the Netherlands, and Spain are on file at the National NIDCAP Training Center. Ms. Hopewell will contact Dr. Westrup for Swedish documents.

Dr. Als reviewed the Master Training updates, including the development of training center guidance materials. Prior to the opening of a new training center (and retroactively to existing centers) a set of materials from the NFI should be sent to the Training Center Director. These materials shall be organized into an NFI Member Manual and will include: (1) a cover letter of congratulations and welcome; (2) a contract between NIDCAP Training Centers and the NFI; (3) NFI corporate

documents; (4) NFI rosters; (5) history of and current strategic plans; (6) current NFI board policies; (7) board meeting minutes; (8) membership meeting minutes; and (9) communication and information access. It was discussed whether a collection of materials should be given to centers under development at the beginning of their trainer training, at the discretion of the Master Trainer, to include the five year plan, projected budget, letter of application, etc. Additional materials could be added, perhaps in response to the acceptance of the application to become a training center and/or upon payment of dues. Two types of letters will be composed, one of congratulations and one of welcome.

Dr. Als reviewed the progress of specific center and trainers in development. The first center discussed was St. Mary's Hospital in London, England and Ms. Warren's certification. This is the first training center to be officially certified by a Master Trainer (Ms. Kleberg) other than Dr. Als. A process for formally announcing the opening and certification of new centers needs to be articulated. The master trainer must inform the board that the center is ready for formal recognition. In this case, the Scandinavian NIDCAP Center Director, Dr. Westrup, announced to the board that their master trainer, Ms. Kleberg, has certified St. Mary's Hospital as a training center. At this time, the NIDCAP team at St. Mary's Hospital is deciding their training center name and other training logistics. Until the center's affiliation has been worked out, it was suggested that perhaps Ms. Warren could train under the auspices of the Swedish center. Dr. Als will write to Dr. Westrup a letter that describes the materials necessary, as described in the *Training Development Guide*, for the St. Mary's Hospital center to forward to the board for the official announcement of the training center.

The second training development has been the completion of Dr. Browne's preparation as Master Trainer. Dr. Browne will work to become an APIB trainer under Dr. Als' direction. Until Dr. Browne achieves APIB Trainer status, Dr. Als will be her APIB partner. As President of the NFI, Dr. Als will make a formal announcement to the membership of Dr. Browne's accomplishment.

The third training development has been Dr. Als' training with the German NIDCAP Training Centers in development. This group is still early in their progress and is planning to become a training center(s).

The fourth training point discussed pertained to the group from Ålesund, Norway. Ms. Tomren, the prospective trainer from this group, is applying to work with Ms. Smith to develop a training center. Ms. Smith described the nursery in Ålesund as a small unit that may want to pair with a larger unit in its training center formulation. Ms. Smith agreed to be the Ålesund site's Master trainer and will begin the process during her next training visit in May. Dr. Als agreed to be Ms. Smith's Senior Master Trainer.

The fifth and final training development discussed pertained to Ms. Robison's training in Arizona. From conversations with Ms. Robison and Dr. Lawhon and Helm, Dr. Buehler described the current status of the Arizona training and Ms. Robison's own training. Frustrations reported from the Arizona trainees and Ms. Robison's efforts to support them were discussed. The NFI's responsibility to support trainers in the training process was described. The Arizona state training project may be transferred to another trainer. Prior to a training center taking over training from another site, the relationship with the current trainer must be formally terminated. Dr. Buehler agreed to continue to work to support Ms. Robison and her training at St. Joseph's Hospital as they work to become a training center. Dr. Helm has been in contact with members of the state NIDCAP leadership group to discuss his continuing their training as part of the Arizona state project. Dr. Als suggested that a formal meeting for developing the next steps of the state NIDCAP training program be held with Ms. Howells (Program Manager for the High Risk Perinatal Program, Newborn Intensive Care Program, Hospital and Physician Services,

State of Arizona), Ms. McGinnis (Developmental Care Consultant, Arizona Department of Health Services), Ms. Robison, and Dr. Helm. Dr. Helm will continue to explore the Arizona NIDCAP training program, its contract to provide NIDCAP training, its organization, and opportunities to support them.

Dr. Als reported on the status of the APIB trainer training. She reported that APIB training binders with more training materials need to be developed. An “APIB Trainer Development Policy” document needs to be completed. Materials to be developed include: the APIB Manual revision; an APIB training film; the APIB Introduction and Scoring Guidelines (Outline, Document, and Training Tape); and the APIB Work Day and Reliability Training Guide (Outline, Document, and Training Tape).

Other professional developments that were discussed included: the Children’s Medical Ventures, Developmental Therapist in the NICU Conference; and the NANN NICU Developmental Specialist Certification (Ms. Smith will contact Ms. Bonderant for information regarding this process).

Products & Services Committee

Dr. Lawhon presented the *Report from the Chair, Product and Services*. The list of publications from the NIDCAP library has now been entered into the computer. All Center Directors were contacted to send all of their publications and recommendations for the list to be updated. The NIDCAP and APIB required and recommended readings and all of the publications distributed at prior Trainer’s Meetings will be combined into the NIDCAP library for review by the board. This revised list may be available at the upcoming Trainer’s Meeting. Dr. Lawhon stated as a goal to work toward making the publications available to be accessed by PDF files.

Dr. Lawhon reported on the status of the NIDCAP newsletter. She proposes a set of regular columns that may include: voice from families, reflections section, library supplement, news from the NFI board, “hot topics” section, suggestion box, upcoming conference section, and international developmental care news (including research). All centers will be listed on each edition of the newsletter, with the NFI mission and vision. Dr. Lawhon proposes that NFI members make a two year commitment to oversee a section, either writing the material themselves or soliciting the submission from the appropriate contributor. Dr. Lawhon expressed the belief that the first issue should be planned carefully. A realistic launch for the newsletter is considered to be January 2007. Dr. Helm suggested that a publication cost projection be produced. To do this a mock-up of the first issue will be made. A limit on the number of words per column, inclusion of photographs, and use of a graphic designer were proposed. Funding may be sought for printing and mailing costs. Ms. Hopewell reported that foundations identified by Ms. Hexter may support this project, especially for its opportunities to reach further than the NFI membership.

Dr. Lawhon discussed the program for the 2006 Trainer’s Meeting, entitled, “Neurodevelopmental Windows on the Brain.” Dr. Duffy has accepted the invitation to give the first main presentation. Dr. Lawhon asked Dr. Als to give the second main presentation and Dr. Buehler to integrate the two. The theme of this year’s meeting is “back to the basics of training.” Meeting sessions which may be further developed include a review of NIDCAP ingredients (led by master trainers Dr Lawhon and Dr VandenBerg), a review of APIB ingredients (led by master trainers), mutual introductions (led by Dr. McAnulty), training updates (led by Dr. Helm), reflective session for Center Directors, Trainers, and Trainers-in Training, and reflective session for the master trainers.

Dates for the 2007 Trainer’s Meeting, to be held in Brest, France, were discussed. The days being targeted are September 29th through October 2nd.

The meeting was adjourned at 6:45 p.m., to be continued, Wednesday, April 26, 2006 at 8 a.m.



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Staff: *M. Hopewell, S. Kosta*

Wednesday, April 26, 2006

8:50 a.m. Dr. Als called the meeting to order

Products & Services Committee, continuation

Dr. Lawhon made an appeal for more guidance for the development of the 2006 Trainer's Meeting. She reported that she will work to solidify the program based on the board's suggestions.

For the 2007 Trainer's Meeting plans, the topic of pain and comfort has been proposed. Suggested speakers include Sony Anand, MD and Linda Franck, PhD for their understanding of the topic in the context of supporting infants and their families. Other speaker possibilities will also be explored. The meeting will be held in Brest, France. Dr.'s Sizun and Ratynski, and their training center team, are hosting the meeting.

The 2008 Trainer's Meeting will be held in Buenos Aires, Argentina. Dr. Basso is planning the meeting, to be held at a harbor village site.

A discussion was held to describe the process of how invitations are made to professionals participating in the trainers' meeting. Individuals who are actively working to enhance the future of infants in intensive care may be eligible to attend the meeting. Decisions are made individually for invitations each year. Each year, Training Center Directors should review the names of the invitees that are attending under the auspices of their group for consideration of being invited to the meeting. The instruction for this yearly Center Director review needs to be re-written for clarity of policy.

Ms. Kosta distributed the certificate templates for NIDCAP and APIB training as well as the specifications used to create the templates. She will revise the specifications to include the type of paper recommended. Each Director will add site specific names and logos and send their site's template to Ms. Kosta for her review. Dr. Lawhon suggested that a list of who will need Trainer Certificates be created retrospectively. These names of trainers should be available in the National Office. The Products and Services Committee will work to have these certificates made and sent to NIDCAP and APIB trainers.

Communication Committee

Ms. Kosta distributed the *NIDCAP Certificate Specifications* and a sample NIDCAP certification certificate template. The board reviewed the details of these training certificates, including the weight and color of the paper and color of the logo (teal) and the font. Ms. Kosta will have available information of the color and paper type for incorporation into training certificates.

Upon motion, duly made, seconded and carried, it was

Voted: To accept the logo teal color, the NIDCAP certificate specifications and paper type as discussed

The Communication Committee has been working with the webmaster, Ms. Brandon, to maintain and make edits to the NIDCAP website. Ms. Kosta has revised documents for the membership page that she will forward to Ms. Brandon for posting. Suggestions for website appearance and clarity were discussed. Dr. Als suggested that an introductory paragraph be added that is written in easily understood language. Ms. Hopewell suggested that we may want to consider placing the NFI mission and vision on the home page. Others suggested that perhaps there could be different pages for different types of readers (e.g. parents, students, business and medical professionals). Dr. VandenBerg reminded the board to keep in mind how a potential funding agency would consider the work of the NFI based on reading the NIDCAP website.

The data base was sent to Ms. Brandon, the webmaster, in October 2005. After some difficulty, the training data was entered into an excel file. The excel file could not be imported into the database created by Oblio because of the issue of different fields. Dr. Helm eventually learned that the NFI data base project was too small a project for Oblio. At this time, 409 individual entries and the training from the SAPTA training center have been entered. As of May 13th, another data entry group, Locust Creek, will continue the project. Before proceeding, outstanding issues to be resolved include: (1) what do we want from the trainee's registration information for the webpage; and (2) what types of queries and how many queries will be made of the data base. At this time, training done since the year 2000 will be entered. Dr. Lawhon recommended that all training since NIDCAP's 1984 inception be included. Dr. Helm and Ms. Brandon are working on cleaning up the excel file and reducing to one dozen the number of categories to be queried. Dr. Helm will work with Ms. Brandon and the individual she oversees in the formation of a single training database. A discussion was held to describe what type of support individual sites need to enter their data. The national site estimates that it would need monies for approximately two weeks of staff time, to process data from the last 10 years. Another project will be to convert the national site's data collected with obsolete Macintosh software from 1984-1995 to a format able to be accessed. A budget for this project was deemed necessary. The next board conference call

may be used for discussion of which sites need to develop a plan for processing and sending their data for entry.

Upon motion, duly made, seconded and carried, it was unanimously

Voted: To allocate up to \$5,000 to hire staff to edit the data into a format that can be transferred into the data base

Nursery Certification Committee

Ms. Smith presented the *Report from the Chair, Nursery Certification Committee* overview. She reported that Dr. Buehler had reviewed and edited the second set of certification criteria (formerly referred to as “templates”) and that Dr. Als would now edit them. Ms. Hopewell prepared and distributed a gant chart with tasks, committees and a suggested timeline for the organizing the nursery certification project.

Ms. Smith asked for support from NFI members to take on aspects of the project. Task force groups developed include: (1) *Development of the Certification Criteria*, including identification of key criteria to be met, for use in measurement of meeting standards set, formally referred to as “templates” (Dr. Buehler [chair], Dr. Als, Ms. Smith); (2) *Application and Documentation* (including a brochure describing the nursery certification process and research of pertinent regulatory compliances need to be done, e.g. the Magnet and JCAHO certification processes, and an exploration of the international aspects for parallels to the American JCAHO certification process (Dr. Sheldon [chair], suggested committee members Ms. Ballweg, Ms. Bonderant, and Ms. Robison); (3) *Structure and Budget*, including marketing (NFI organizational structural piece to support the process; committee members, K. VandenBerg (chair), M. Hopewell); and (4) *Pilot Phase* to be developed and activated after the other task forces have accomplished their goals (including the interrelated issues location of pilot nurseries, personnel needed, amount of hours required, costs per site, etc.; possibilities for the NFI to send coaches to hospitals to prepare them for the certification process; suggested pilot sites are the nurseries from each of the committee member’s hospitals: Ms. Smith [chair], Dr. Helm, Dr. Westrup). Chairs from each of these task forces are to submit the key points of their committee assignments in a one page description to be used for funding.

Ms. Smith envisions that the application process will be described with levels of compliance meeting NIDCAP standards. Sites not meeting the minimum criteria (to be decided upon) should not apply. During the certification process, sites would self-assess their sites and the site reviewer would assess whether the sites’ self-assessments were valid. Site reviewers who know the NIDCAP process well need to be identified. A work group of approximately four people for onsite observation may be formed for site visits and analysis of the project.

The long range plan for this program includes the need for fund raising, staffing, and an administrative site. At this time, the pilot phase depends on NFI personnel availability to take on implementation aspects and is expected to begin within the coming year. Ms. Smith asked for financial resources for a half time employee at her site for administrative support (including research of compliance issues). Ms. Hopewell proposed a five year \$200,000 grant, with a majority of the funding for the first year. Some of the task forces for the project may work in an overlapping timeframe with one another.

The nursery certification process and plans for development and implementation will be presented at the 2006 NIDCAP Trainer's Meeting on Tuesday morning, October 31st. One and a half hours are allotted for this presentation. One suggestion for how to structure the certification discussion is for each task force to present their responsibilities. Then work groups could be formed to trial the application process and rate their own nurseries to get early feedback on the process. Role playing may be useful. Perhaps some individuals may be pre-designated as leaders of subgroups, and/or the entire subgroups may be pre-assigned to do some advance preparation to be presented to the group. Recommendations from the work groups could be offered to the task force committees.

Ms. Hopewell will restructure the gant chart to include the new task force definitions and committee members. Each force will put in writing the tasks to be accomplished and plan a timeline. The deadline for providing this information to Ms. Hopewell is June 1, 2006. This chart may be distributed to the NFI membership at the trainer's meeting. An agenda item for an upcoming board conference call is to identify a projected date for the launch of the pilot phase of the nursery certification project.

Legal Issues Regarding Training Center Status, Intellectual Property, Funding Mechanisms

In preparation of our meeting with Ms. Kaufman (a law partner from the firm Hansen, Bridgett, Marcus, Vlahos & Rudy, LLP, San Francisco), Ms. VandenBerg described the legal questions and issues that were posed in advance: (1) *what is the NFI's authority as a licensing agency* (where do we derive the authority for licensure from; how do we become a licensing agency); (2) *how can we ensure international protection of intellectual property* (with both US and international focuses, in some cases treaties have been formed with certain countries and may cover U.S. protected NFI properties); (3) *necessity and enforcement of contracts* (between training centers and hospitals where they exist; between the NFI and training centers; between the training center and the trainer making a contract with a government agency); and (4) *remuneration for NFI members and conflict of interest*.

Mr. VandenBerg (Lakin Spears, LLP, Palo Alto, CA) described the legal structure among lawful entities. He outlined the boundaries, liabilities and obligations between the NFI, the hospital (which may or may not have a tie to a university), the training center, trainers, and trainees. He described the terms *contract* (same as agreement) versus *memorandum of understanding* (to agree to agree in the future). For protection of the NFI, Mr. VandenBerg suggested that it would not be wise for a training center to have a direct contractual relationship with the NFI. The NFI should oversee the training center, with an agreement and an appropriate vehicle in place for quality assurance (with a clause for termination), not contract directly with the hospital. The training center would have an agreement with the hospital and it would be portable should the training center re-locate. The training center must abide by the NFI's rules as part of the understanding between the hospital and the training center. The issue of liability insurance and training at hospitals was explored. Because of the unique circumstances across centers, different models of implementation will be necessary.

Ms. Kaufmann, an attorney with expertise in providing legal advice to non-profit healthcare organizations, presented an overview of the previously outlined board topics. Regarding protecting the NFI's intellectual property, she described *copyrights versus trademarks*. For *copyrights and copyright notices*, registration is not necessary and may only be used for tangible mediums rather than ideas. The © and a date on documents puts individuals on notice that permission must be sought for use. There is a nominal fee to the Library of Congress for registration. Those protections are a prerequisite for a lawsuit should others attempt to use NFI property. *Trademarks* are used to designate a product or a service and can be registered at the state and federal level (the federal level affords more protection). The name NIDCAP and the logo need to be trademarked. For infringements, a "cease and desist" letter may be sent to the infringer, and if property rights continue to be violated, federal courts will hear claims. It is important to police infringements, because otherwise abandonment of the trademark may be deemed to have occurred. Agencies are available for hire to watch the newly registered properties (Ms. Kaufmann will get a list of names). There are national protections for different classes of trademarks and each is \$300 to file. Relevant for NIDCAP materials such as manuals are the Trademark Class (C16) and for the evaluations are the Servicemark Class (C41). Ms. Kaufmann will consult with colleagues at her law firm who are knowledgeable in international law in these areas (e.g., Berne Convention for copyright and Madrid Protocol for trademark). Dr. McNulty confirmed that the NIDCAP term has federal protection. Other protections (such as the NFI logo) will need to be investigated.

The second topic explored included *licensing agreements*. In the case of intellectual property rights, licensing agreements can protect the quality of the work; including return of materials should individuals not abide by the rules of the NFI. Licensing agreements can also provide the opportunity to collect revenue. The NFI would ask the government to create a category for the NFI to become an accrediting agency (i.e. licensor). This is a long term goal. At this time, a licensing agreement between NFI and the training center can be created. After the intellectual property rights are in order, with the trademark and logo protected in as many classes as possible (federal and state), accreditation can be pursued. Cease and desist letters, an important element to protect trademarks, can be written. After these letters are sent, one would have to make the decision whether to sue based on cost, time, attorney's fees, etc.

The next topic covered included the protection of our training centers, which consist of people, their knowledge, and materials. When a training center closes or trainers retire, training records should be sent to the NFI or the National Center. Notices should read "for use only by the NFI". Independent contracts, a form of protection, are ones in which two individuals, as equals, enter into an agreement. The NFI might want to consider who its entity should be for the contracts with training centers. One model used in healthcare settings is *single purpose entities*. In this category, claims against one entity don't affect others. A separate corporation with an NFI license would exist for each training center. If there is no net revenue, the training center could be a non-profit organization. Another model for agreements is the *limited liability company*. This model is like a corporation because liability is limited to assets held and it is like a partnership because tax returns are not necessary to file. The NFI would be the sole corporate owner of the training centers and make all decisions, yet remain separate legally. The issue of who would hold insurance and what kind it should be was explored. If providing an educational service, insurance

may not be an issue. The center directors are employees of the hospital in which the training center is housed.

After Ms Kaufmann left the meeting, a number of action steps were agreed upon. Dr. Als proposed that a letter be sent to her expressing our appreciation for her guidance and to request that she send the list of the groups that send letters of “cease and desist” use of NFI property. Dr. Als suggested that the board move on the federal and international trademark and copyright protections. Dr. McAnulty will ask Ms. Buckley, the lawyer for NFI issues, to send the list of government classes and disseminate it for board review. She will also ask her to apply for NFI logo protection. Dr. Als would like someone to take on formulating the “memorandum of understanding” and to evaluate and draft the licensing agreement between the NFI and training center. Rather than including the [r] after each word NIDCAP, a statement should be written on the front page of each document that lists it as a registered trademark. And finally, the board agreed that a monitoring agency should be looked into and costs should be identified for review.

Director’s Liability Insurance

Ms. Hopewell suggests that directors and officers get liability insurance to cover non-bodily injury claims. She described types of applicable liability insurance coverage: general (e.g., for protection from lawsuits for trainee accidents); directors; and commercial. Dr. Sheldon recommended that there should be coverage for a position (rather than a particular individual) and that the minimum premium would probably be sufficient.

Upon motion, duly made, seconded and carried, it was unanimously

Voted: To authorize Ms. Hopewell to investigate insurance coverage for the NFI and NFI members

Ms. Hopewell will investigate the insurance possibilities with an insurance agent in Massachusetts and report findings to the board at next board phone conference for deliberation of next steps.

Fundraising Update

Dr. Buehler stated that her family had made a \$50,000 donation to the NFI and would prefer that the monies be used for not easily fundable projects (e.g. APIB training materials and nursery certification projects).

Miscellaneous Topics

A communication decision was made pertaining to the subject line for board emails: the subject line shall read “NFI: [topic name]”.

Review of Action Items and Assignments; Evaluation

Ms. Hopewell will create a “to-do list” from meeting notes for upcoming NFI projects.

Ms. Hopewell distributed the five-year strategic plan proposal. For the board to be able to develop this plan and create a product for the NFI membership, a two-day planning session, separate from the formal board meeting, was proposed.

Upon motion, duly made, seconded and carried, it was unanimously Voted: To hold a two day strategic planning meeting of the NFI board

North Carolina (Duck) and California (Moss Beach) sites were proposed. A discussion was held about the importance of international representation at strategic planning sessions. Dates for a strategic planning session were discussed and will either be in 2006 (May 31-June 1st) or 2007 (February or April). Dr. Westrup's schedule will be consulted before finalizing these dates. Ms. Hopewell will organize this session.

There being no further business upon motion, duly made, seconded and carried, the meeting was adjourned at 6:45 p.m.

Deborah Buehler, PhD

Secretary

NIDCAP Federation International