



NIDCAP Federation International
changing the future for infants in intensive care

Minutes of the First Board Meeting of FY 2006-2007

**Sun Valley, Idaho
Tuesday, October 31, 2006**

A regularly scheduled meeting of the NIDCAP Federation International (NFI) Board was called and held in Sun Valley, Idaho on Tuesday, October 31, 2006 from 1:35 p.m. to 5:20 p.m.

Officers of the Board: President: H. Als; Vice President: g. Lawhon; Secretary, D. Buehler; Treasurer, G. McAnulty; Assistant Secretary: S. Kosta

Members of the Board: H. Als, D. Buehler, J. Helm, g. Lawhon, G. McAnulty, R. Sheldon, K. Smith, K. VandenBerg, B. Westrup

Board Staff: M. Hopewell

Unfinished Business from the October 27, 2006 Board Meeting

NFI board members were reminded that the NFI will reimburse meeting (lodging and meals) expenses incurred prior to the first day of a board meeting and the night following the last board meeting.

An addition was made to the list of NFI members, Jane Sweeney, PT, PhD, PCS (nominated by Drs. Lawhon and VandenBerg).

For her Executive Director position, Ms. Hopewell presented a revised contract (based on comments received from the October 27, 2006 board meeting) to be retroactive to October 1st, 2006. Ms. Hopewell's overview of her proposed contract included her planned work objectives. She explained her document wording of DBA (doing business as) Seven Centers. From the previous contract, Ms Hopewell removed the preamble describing NIDCAP, since it was not central to her second year contract. Among Ms. Hopewell's objectives for the coming year are the following: (1) Defer the NFI strategic planning process to January's Board Meeting; (2) Prepare in advance a strategic planning document; (3) Submit this document to the Board for ratification at the January 2007 meeting; (4) Continue her fundraising efforts in collaboration with Dr. VandenBerg, the Chair of the Fundraising Committee, by utilizing the previously developed 18 month plan (from in April 2006); (5) Update the Resource Development Plan for submission by November 30th, 2006; and (6) Implement the recently approved NFI Membership Policy developed in collaboration with Dr. Helm, the Chair of the Membership Committee.

Ms. Hopewell made an appeal to the Members of the Board to inform her directly of any communication difficulties experienced in working with her.

Ms. Hopewell proposed a listing of FY 2006-2007 measurable job performance indicators for her Executive Director position. She plans to: (1) Represent NIDCAP and the NFI to stakeholders including Members, potential members, potential donors; (2) Develop and implement the strategic plan to be ratified at the January 2007 Board Meeting; (3) Support Board Committees; (4) Complete assigned tasks in the development of resources and membership; (5) Support the pilot phase of the NIDCAP Nursery Certification Project; (6) Support the production of a brochure, bi-monthly e-zines, and semi-annual newsletters; (7) Support NFI media outreach, including press releases, interviews (two), and popular articles (2); (8) Maintain a Master Calendar of ongoing NFI projects, deadlines, events, etc.; and (9) Computerize finances. Ms. Hopewell furthermore assured the Board that she has all intention to pay more attention to detail and live up to the standards of the NFI in terms of production of all written materials and other expressions/representations of the NFI.

In her request of a salary increase of \$215/month, Ms. Hopewell described the rise in her health insurance costs, computer needs, and an annual membership subscription fee for a professional journal and meeting attendance cost of the meeting of non-profit leadership development.

After discussion, Ms. Hopewell was excused for a closed executive session to discuss Ms. Hopewell's contract and salary proposals.

Executive Session of the Board

Dr. Sheldon reported for the board a summary of the performance review meeting that he and Dr. Als had held prior to the Board Meeting with Ms. Hopewell, NFI Executive Director (ED). Drs. Sheldon and Als reported that the revised contract as presented by Ms. Hopewell accurately identified her responsibilities for the coming year as they had been discussed in the review meeting.

The Board reviewed Ms. Hopewell's request for a salary increase and terminology in the contract. Terminology to be modified included the adoption of the wording 'the Commonwealth of Massachusetts' instead of 'the State of Massachusetts; and the adoption of the formally agreed upon terminology that refers to Nursery Certification as the 'NIDCAP Nursery Certification' and 'NIDCAP Nursery Certification Project'. Support for Ms. Hopewell's deeper understanding of the NIDCAP training model and approach to care was explored including participation in a NIDCAP introductory session by Dr. Als to be scheduled in collaboration with Ms. Hopewell, and shadowing a developmental specialist, such as Samantha Butler, PhD or Lindsay Lightbody, MA at the National NIDCAP Training Center Site in Boston. Furthermore, the need for the ED's further education in terms of the NIDCAP Centers' organizational structures was discussed. The need was addressed for the development of an NFI organizational chart and an organizational chart that reflects the NIDCAP Training Centers overlap with a number of organizations aside from the NFI. This may also serve to improve understanding of the NFI's structure in terms of conversations with funding agencies. This chart should list NFI board/officer/staff members and training centers. It should also provide a framework for visualizing/articulating the layers of the relationships of individuals and organizations to the NFI, with details of layers of authority e.g., who supports whom, who provides financial support, where do supports come from, who belongs to which center, and who supports each center. Several Board Members raised concerns that this was a near

impossible organizational chart to construct and visualize; others were less pessimistic. For the time being the task was put on hold.

The Board decided that it would sponsor Ms. Hopewell's subscription to the Journal she requested, and that it would decide on the attendance of the annual meeting of the professional organization of her choice on a year by year basis upon application by Ms. Hopewell.

It was decided that in the future, the ED contract should be renewed one month in advance of the expiration of the previous contract. The Board decided that the date of the ED's annual performance and contract review should be included on the NFI planning calendar.

The Board re-emphasized the need for continued education for Ms. Hopewell to support her in effectiveness as the NFI ED. Further, the Board described the need for greater clarity of project organization with timeliness of meeting work responsibilities. Dr. Sheldon plans to collaborate with Ms. Hopewell in the development of an electronic professional calendar that may be accessed by all members of the Board.

Upon motion, duly made, seconded and carried, it was unanimously Voted: To accept Ms Hopewell's NFI Executive Director contract for the FY 2006-2007 as written.

Ms. Hopewell returned to the meeting and was informed of the Board's decision and terms as outlined above. Ms. Hopewell agreed to the terms proposed, and thanked the Board for their vote of confidence.

Welcome to Newly Elected Officers and Appointed and Elected

Dr. Als announced the FY 2006-2007 officers and appointed members of the board, which will remain the same as the previous year.

Further Unfinished Business from the October 27, 2006 Board Meeting

Dr. Als listed the items to be adopted and discussed by the Board: (1) Review, discussion and adoption of NFI QAT # 001 - 015; (2) Review, discussion and adoption of NFI Training Materials consisting of the NIDCAP Training Binder, the APIB Training Binder, and the NIDCAP Training Center Development Binder; (3) Initiative of training in countries of poverty without charging training fees; (4) Dr. Sweeney's availability to the Board in the development of NIDCAP-specified physical and occupational therapy standards of care; (5) Drs. Sheldon and Mouradian's question regarding the feasibility of NIDCAP Training Centers accepting tax deductible grants with the nonprofit status (501C) to avoid hospital overhead charges.

To address the first item, namely the NFI Quality Assurance Training Policies (QAT #001-015) and the corresponding certificates, Dr. Als asked the Board for comments. Dr. VandenBerg asked a question regarding QAT #005 (Senior NIDCAP Trainer). She described the need for greater clarification for the step from Trainer to Senior Trainer. After discussion, it was proposed that statement 2.1 be revised to read "successful training of a minimum of two professionals at each of the two Newborn Intensive Care Units.

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

Voted: To adopt the NFI Quality Assurance Training Policies (QAT #001-015) with the modification that QAT #005 shall read “successful training of a minimum of two professionals at each of the two Newborn Intensive Care Units.

A motion was made to register with the NFI attorneys the accepted NFI QAT Policies (#001-015). These policies will be presented as the criteria for NFI certification of professionals and center developments.

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

Voted: To legally register the accepted NFI Quality Assurance Training Policies (QAT #001-015).

Next, Dr. Als asked for a review and an adoption of the three training binders: NIDCAP, APIB, and NIDCAP Training Center Development. She described, that once adopted and registered, they will exist as they have been submitted. Significant revisions will require a re-registration.

In the outline, a section entitled “Resources” (M) is listed in the table of contents. Dr Helm articulated the position that commercially available products should be removed from officially copyrighted documents.

A motion was made to adopt the three training binders with removal of section M, Resources, in the Table of Contents as presented at the Annual Trainers Meeting on October 30, 2007. These three binders, the NIDCAP Training Binder; the APIB Training Binder; and the NIDCAP Training Center Development Binder shall become the official Training Binders of the NFI for each of the respective levels of training and training center development.

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

Voted: To adopt the three training binders, the NIDCAP Training Binder, the APIB Training Binder, and NIDCAP Training Center Development Binder.

A motion was made to submit the three Binders for copyright registration.

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

Voted: To submit the three Training Binders for copyright registration.

Other unfinished business was deferred to a future board meeting.

Review of the 2006 Annual NIDCAP Trainers Meeting

Dr. Buehler reported on the feedback received from the evaluation forms of the Seventeenth Annual NIDCAP Trainers Meeting. In sum, the meeting participants described great satisfaction with the location, facilities, program content and overall experience. The program balance of didactic instruction and research along with NIDCAP pragmatics worked well. Some of the more specific observations included: An appreciation for the brevity and topic of the mutual sharing/greeting exercise (“windows into yourself”); great valuing of the detail offered by Dr. Helm in the training overview; the challenging nature of the reflective sessions with ever larger group sizes; tremendous receptivity for Dr. Duffy’s scientific presentation; some difficulty experienced with size of room and viewing of slides; suggestions for research presentations to be made in a uniform fashion, abstracts to be structured, statistics on slides to be clearly read, and handouts of slide presentations to be available; discussion of the addition of a research poster session, options proposed included 30 minutes of a lunch break reserved for a poster session;

consideration of addition of a discussion session to accompany film presentations (e.g., VIDA DVDs “No Matter How Small”); importance of training sessions (NIDCAP, APIB, and NIDCAP Training Center Development) for updates and discussion; agreement to hold similar sessions every five years; suggestions that sessions might be developed with focus on subsections of the training process; agreement that each session should have its own evaluation; consideration of reflective session topics in workshop formats; call for review of NIDCAP Nursery Certification Project goals and process, and considerations of its international implications; and suggestions for future meetings including networking for health care leaders who support NIDCAP; mothering and brain development; and sensory experience and brain development.

Program Plans for the 2007 & 2008 Annual NIDCAP Trainers Meetings

Dr. Lawhon reported on the plans for the 2007 Annual NIDCAP Trainers Meeting with the theme “Pain, Stress and Comfort for the Newborn”. The format from the 2006 meeting of presenting training accomplishments with a corresponding handout will be continued. A scheduled break will be made during this portion of next year’s meeting. Two hours may be allotted for the NFI membership meeting for future meetings. A facilitator for members’ questions may be designated. No changes are proposed for the reflective session. There are two general session presentations planned by Drs. S. Anand and J. Sizun. The research portion of the program will be limited to 10 abstracts and an additional person will be included in the review process. The creation of one or two poster sessions with availability of the authors or ongoing poster displays with authors given short (e.g., three minute) presentations during the research section of the program will be explored. Call for posters will be made at the same time as the call for abstracts. Given the response, Dr. Lawhon will determine the poster presentation format. Work sessions (including a videotape), pertaining to the topic of newborn pain and comfort, will be developed by Dr. Lawhon and Ms. Warren. The reflective session for Center Directors and Trainers may be renamed to reflect its work topic nature; Dr. McAnulty will continue to facilitate this session. The NIDCAP Nursery Certification Project will have a work session and might include the process of guidance for nurseries to become certified units. To understand different meeting participants’ perspectives in evaluating the meetings, the evaluation forms, rather than distinguishing between international versus American or Trainers-in-Training vs. Trainers, may perhaps include a line for new training centers and individuals experiencing the meeting for the first time. There may be a structured, optional networking lunch planned.

For the meeting year 2008, Dr. Lawhon outlined the possible topic considerations: Skin-to-Skin Holding and NIDCAP; Touch and Emotional Connectedness (Skin as the Interface of Care); Third World Countries and Needs/Opportunities for NIDCAP. Dr. Lawhon will explore these topics and report the theme of the meeting by the January 2007 Board Meeting.

Establishment of Board Calendar for FY 2006 - 2007

Ms. Hopewell reviewed the Board Conference Call dates for the coming year (every third Tuesday, 3:00 PM EST): November 21, 2006; December 19, 2006; January 16, 2007; February 20, 2007 (Martha may not be available); March 20, 2007; April 17, 2007; June 19, 2007; July 17, 2007; August 21, 2007; September 18, 2007.

Further, Ms. Hopewell confirmed the next Board Meeting for January 30 & 31, 2007 at the Seal Cove Inn, Moss Beach, California, U.S.A. Reservations for the meeting have been made.

A subsequent Board Meeting has been scheduled for May 15 & 16, 2007. Dr. Helm is reviewing meeting location proposals (The Sanderling, N.C. and Elizabeth Pointe, FL) for an East Coast site and will soon require a decision to secure the reservation. The Board was in agreement to meet on the East Coast though, if the cost proves too prohibitive, the Seal Cove Inn continues to be an option.

Establish Board “To Do” List

Ms. Hopewell facilitated a discussion of Board Committee Projects for the coming year. Committee Chairs should write out plans (“a to-do list”) and email them to Ms. Hopewell. She requested that Chairs indicate what their needs from her will be with respect to these committee plans. Plans should be submitted to Ms. Hopewell by Friday, November 10th, 2006. She will organize these submissions and circulate them to the Board prior to the November 21, 2006 Conference Call.

A discussion was held of how the monthly conference calls may become more productive. Comments included: To be efficient in sharing of information; less time reviewing call agenda; quick review of sub-committee updates; and continuation of forwarding Board topics to Ms. Hopewell for the development of the agenda and distribution to the Board. The Board decided that conference call time will not be used to go over the agenda; instead it will begin with a discussion of the first topic.

Dr. Lawhon mentioned that in addition to the monthly Board phone calls, the bi-monthly e-zine, sent to NFI members, will include updates from the Board Sub-Committees. After discussion, it was decided that the e-zine will be quarterly and that updates should be sent to the Products and Services Committee for inclusion.

Dr. Helm reminded the Board that Board decisions should not be made on monthly Board Calls unless prior to the call the call has been designated an official Board Meeting.

Preparation for Upcoming Strategic Planning Meeting

At this point Dr. McAnulty excused herself from the Board Meeting, due to illness

Prior to the January 2007 strategic planning meeting, Board members, NFI members, selected other professionals, and perhaps parents will be solicited for ideas and input using a structured questionnaire. Ms. Hopewell described the importance of Board Members’ examination of the NFI as a whole rather than through a particular Committee’s perspective. The request for input will be distributed by the end of November 2006. Ms Hopewell proposed that the questionnaire will be developed to address: (1) The stakeholder analysis with examination of internal and external stakeholders; (2) An articulation of the NFI’s success story including a snapshot of the NFI in 2012; (3) An analysis of the NFI’s strengths, weaknesses, opportunities, and challenges (SWOT); (4) The development of strategic goals; and (5) The development of strategic issues i.e. objectives. Ms. Hopewell described how she planned to structure the January 2007 strategic planning meeting for the development of a five year strategic plan.

Once the strategic objectives have been outlined, an analysis will be performed in order to identify indicators of objective obtainment, methods of verification, and assumptions made (“log frames”). Ms. Hopewell will develop a Board proposal for implementation, staffing, and finances. Ms. Hopewell

envisions that for the May 2007 Board Meeting this strategic plan will be outlined and available for Board review and approval.

At this point Dr. VandenBerg excused herself from the meeting, due to transportation scheduling.

Completion and/or Disposition of Unfinished Business

Dr. Als reviewed the unfinished business to be discussed at subsequent Board Meetings, including: Dr. Basso's countries of poverty initiative; Dr. Sweeney's NIDCAP orientation for PT and OT standards; the NANN initiative; and nominations for membership from the Membership Committee.

Wrap-up and Conclusion

The Board reviewed the process in place should a Board Member wish to formally tender their resignation from the Board. The process is as follows: Written notification to the NFI president is required. The vacated Board position is subsequently filled by a vote of the Board for a new member who serves on the Board for the remainder of the term held by the prior Board Member.

Subsequently the Board reviewed the protocol in place for decision making after individual Board Members may have left a specific Board Meeting prior to its adjournment. It was re-iterated that the rule for decision making in such circumstances is as follows: As long as a quorum exists, after Board Members have left a meeting, binding Board decisions may be made.

There being no further business, upon motion, duly made, seconded and carried, the meeting was adjourned at 5:20 p.m.

Deborah Buehler, PhD
Secretary
NIDCAP Federation International