



NIDCAP Federation International

changing the future for infants in intensive care

Minutes for the Meeting of the Board of Directors Elizabeth Pointe Lodge, Amelia Island, Florida 15 - 16 May 2007

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

Board Staff: *M. Hopewell, S. Kosta*

Board Consultant: *M. Hiland*

Tuesday, May 15, 2007

8:00 a.m. Welcome and Review of Agenda

Dr. Als welcomed the Board and reviewed the meeting agenda for May 15th and 16th.

Adoption of Minutes, NFI Board Meeting, Jan 29 – 30, 2007 Moss Beach, CA

All board members reported having received the January minutes via email. The Board discussed minor clarifications to be made.

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

Voted: to adopt the January 29-30, 2007 Board Meeting Minutes with revisions as discussed.

Unfinished Business from NFI Board Meeting, January 29 – 30, 2007, Moss Beach, CA

Administrative Support Position for NFI-Related Work Performed at National NIDCAP Training Center, Boston, MA USA

Dr. Als reviewed the previously board-approved proposal for an NFI award to the National NIDCAP Training Center for salary and benefits for a .5 FTE administrative professional. She distributed a copy of the job description and proposed salary for Board review and discussion. The Board suggested a clarification of one of the responsibilities listed to read: "With appropriate committee approval, make decisions with regard to appropriate web host and email server." Ms. Hopewell recommended that it begin in June '07 as a .5 FTE position and by the start of the next fiscal year develop into a 1.0 FTE position, with additional work responsibilities added. Dr. McAnulty asked, that if it were to become a full FTE position, that the responsibilities be divided between two individuals (i.e. two .5 FTEs). The

Board agreed that once the position becomes fulltime, funding support for one FTE be available without specification as to the number of individuals to fulfill its responsibilities.

Upon motion, duly made, seconded and carried, it was unanimously Voted: to approve that a one year grant, from June 1, 2007 to May 31, 2008, in the amount of \$37,192.00 be awarded to the National NIDCAP Training Center for employment of a .5 FTE NFI administrative professional.

Since the agreed upon vote referred to an exact salary, annual cost of living raise was addressed. It was decided that this issue would be revisited, when necessary, near the end of the NFI grant period.

Taskforce for Discipline-Specific Adoption of NIDCAP Guidelines and Practices

Ms. Hopewell reported her need for more clarity on the taskforce for discipline-specific adoption of NIDCAP guidelines and practices. Dr. Als suggested postponing the topic until the next Board meeting so that an effective plan of action may be developed. The Board agreed.

Conflict of Interest Regarding Solicitation of Advertisements for Developmental Observer

Dr. McAnulty reported that she contacted the NFI's attorneys to enquire whether the NFI may accept paid advertising for the Developmental Observer (DO). The attorneys replied that receipt of advertising monies depended on how the DO is distributed. If the DO is distributed by mail entitled to non-profit rights, advertising may affect the non-profit status. The attorneys emphasized that any advertising should be mission-sensitive and that any profit from the advertising might be potentially taxable. The tax attorney would have to review the profits and make this determination. Acceptance of advertisements does not constitute endorsements. As added protection, it was recommended that a simple disclaimer stating "paid advertisement" or "advertising of this product does not constitute endorsement" be included in the publication. Professional, for profit, meetings are listed in the Developmental Observer and the VIDA Health Communications DVDs are described, both of which are unpaid advertising. Dr. VandenBerg stated that these organizations should be informed that they are receiving free advertising. Dr. Lawhon stated that at this time, the DO's original intention did not include advertising and added that no space was available for them at this time. Dr. McAnulty stated that if the Baby Björn collaboration were to be successful the Board might want to know how Baby Björn might be endorsed in print.

President's Interim Report to the Board

Dr. Als distributed and reviewed the President's Interim Report to the Board. Among the NFI activities described were: (1) The Board decided to continue informal note-taking for future phone conferences; (2) The American Academy of Pediatrics' Committee on the Fetus and Newborn has agreed to accept a technical report, to be published in the Section on Perinatal Pediatrics. The three physicians chosen to draft the report are Dr. Bjorn Westrup, Dr. Roger Sheldon, and Dr. Jacques Sizun. Dr. Sheldon reported his plan to organize a conference call to begin the process, which would then be finalized at the upcoming Trainers Meeting in France, in October 2007; (3) Dr. Als continues to have regular meetings with Ms. Hopewell; and (4) All of the NFI committees continue to work productively and each chair will report individually on their respective committee's progress.

Upon motion, duly made, seconded and carried, it was unanimously Voted: to accept the President's Interim Report to the Board.

Quality Assurance Committee Report

QATs: Dr. Als reported that the Quality Assurance Training Policies (QATs) are now posted on the password protected membership page of the NIDCAP website. Dr. Als suggested that the QATs be made available to the public. The Board agreed, and discussed revising the titles of the policies to be descriptive and de-emphasize the acronym “QAT.” The wording used by the attorneys shall be used to describe the documents. The QAT policies will be listed with their descriptive subtitles on the FAQs page, and they will be linked from other pages on the site, just as is the case with the Program Guide.

Training Binders: Dr. Als reported that the availability of the standardized training materials within the Binders has facilitated the training process. She suggested that the NFI headquarters be established as the location for Trainers to order pre-made Binders. The Board considered this suggestion as well as offering a web-based downloading system only. It was agreed that since the use of the hard copy materials organized within these Binders is required, it is appropriate to centralize the production and ordering process. The Board further decided that these Binders would be sold at cost. Each trainer, responsible for supplying their trainees with the training materials, may choose to either fold the cost into their training fees or charge a separate materials fee. This undertaking will become the responsibility of the Executive Director’s future administrative assistant. The Board agreed that Binder production should commence and Ms. Hopewell agreed to begin working on establishing a central location for distribution.

Standardized Training Materials: Standardized APIB score sheets and NIDCAP observation sheets are nearly complete. Dr. Als stated that these documents shall not be photocopied but ordered from the printing source. At this time, the standardized documents are in the English language only.

Dr. Als reported that reliable sources for the APIB administrative kit have been identified, with the exception of the Fischer Price Happy Apple. Ms. Hopewell stated that she plans to follow-up with Fisher Price regarding the re-release date of the Happy Apple (one of the toys in their vintage line). Ms. Hopewell will also identify a source for the APIB bags to hold the evaluation materials.

Quality Assurance of Translated Documents: Dr. Als reported that challenges exist in verifying the accuracy and consistency of the wording in the translated training documents. She reported disagreement on wording among different Centers working within the same language. The Board discussed the feasibility of hiring an outside source to do the translation verifications. Yet it was determined that this is not plausible because languages are inherently unique and require a NIDCAP knowledge base. The Board agreed that one approved version of each language shall be available. The board also agreed that since language inconsistencies seem inevitable, the English version shall prevail. Ms. Smith pointed out that Norwegian was missing from the list of languages in Dr. Als’ QAC report. Due to the urgent need for standardization of the documents in several languages and the scope of this task, Dr. Als proposed the creation of an NFI language committee. Dr. Helm suggested using the membership list as a source to find multilingual committee members. A number of multilingual NFI members were proposed to serve on such a committee (Tiziana Testa, Nikk Conneman, Celeste Maguire, and Graciela Basso).

APIB Manual Revision: Dr. Als reported that the revision of the APIB manual is crucial and must become a key priority for the QAC Committee. She also stressed the urgent need for the creation of audio-visual training materials for APIB training. She reported that VIDA Health Communications, Inc. had planned to create such a video, but could not be convinced that the market was large enough to produce a profit. With NFI financial support, Dr. Als stated that VIDA may consider the production of such a video. It was estimated that an APIB training videotape (filming three infants with narration

for scoring) would cost approximately \$150,000-\$200,000. Dr. Vandenberg stated that foundations that would support such a project do exist and should be explored.

APIB Training: Dr. Als reported that the following individuals have achieved APIB reliability: Tammy Casper, RN, MSN (Cincinnati Children's Hospital); and Karen Smith, RN (St. Luke's NIDCAP Training Center. re-reliability). Dr. Als plans to travel to Sweden to work with Dr. Agneta Kleberg to train Ms. Ann Sofi Gustafsson to APIB reliability, to introduce Ms. Pia Lundqvist, and to travel to Norway to work with Ms. Smith in her APIB training with Ms. Unni Tomren.

NIDCAP Training: Dr. Als reported that Dr. Graciela Basso submitted an application to be certified as a Senior NIDCAP Trainer. Her training activities and qualifications were discussed. After much discussion, the board decided to postpone her request to move to the level of Senior NIDCAP Trainer until she will fulfill officially the requirements of QAT #005. Dr. Buehler suggested creating a more formal application process for trainers to move to each next training level.

Dr. Als reported that formal applications for Ms. Gillian Kennedy nor Ms. Pia Lundqvist had not been submitted despite her requests to their Master Trainers (Inga Warren and Agneta Kleberg, respectively). Dr. Als reported that Ms. Warren did indicate that the application for Ms. Kennedy would be forthcoming.

Dr. Als announced that the University of Connecticut NIDCAP Training Center closed and that Ms. Dorothy Vittner has successfully negotiated a contract with Connecticut Children's Medical Center (CCMC) in Hartford, Connecticut. CCMC has submitted an application to the NFI to become a Training Center under the name The NIDCAP Training Center at Connecticut Children's Medical Center. Dr. Als distributed CCMC's letter of application, their management structure, and their Site Assessment to the Board. Dorothy Vittner, RN and Ann Milanese, MD will be the Training Center's Co-Directors. Isabella Knox, MD will be the Medical Director. Dr. Als reported that the only ingredient missing is the lack of an FTE designated as a NIDCAP trainer. However, this is Ms. Vittner's preference. Ms. Vittner negotiated with the Center that she will work on a contractual basis at least for the first year. Dr. Als added that one or two staff members at CCMC are already NIDCAP trained. Dr. Als expressed her approval of CCMC becoming a NIDCAP Training Center.

Upon motion, duly made, seconded and carried, it was unanimously Voted: to approve The NIDCAP Training Center at Connecticut Children's Medical Center as the NFI's 16th NIDCAP Training Center.

The Chair of the Quality Assurance Committee will send a letter to the CCMC indicating the Board's vote of approval. The Training Center will receive the membership packet as soon as it is available and will be assessed the NFI Center Membership Annual Fee for the next fiscal year.

With the establishment of The NIDCAP Training Center at Connecticut Children's Medical Center there will be one new NFI member, the Center's Co-Director, Dr. Milanese.

The Mayo Clinic has created a position for a developmental nurse practitioner, to be held by Ms. Diane Ballweg.

Dr. Als reported other training developments, including: (1) Dr. Linderkamp, from Heidelberg, Germany, was moving toward creating a NIDCAP training center, however, has become ill and the Center's development will move forward yet, at a slower pace; (2) Interest in NIDCAP is growing in China and Japan and requests for the training materials, and subtitled VIDA DVDs, to be available in

these languages were made; (3) Dr. Sheldon announced that he plans to present Dr. Als with Ms. Bunny Hutson's Trainer-in-Training application; and (4) Ms. Smith reported in Norway, Ms. Liv Ellen Helseth from Ålesund Hospital recently completed her Trainee Self Assessment, and plans to submit a letter of application to become a NIDCAP Trainer.

Subcommittee on Intellectual Property Protection Report

Dr. McAnulty reported that the NFI attorneys have strongly recommended that the NFI's by-laws include a formal conflict-of-interest statement. This conflict-of-interest policy will be added to the by-laws. Dr. McAnulty circulated a conflict-of-interest form for the Board's review and signatures. Dr. Buehler will bring the signature page to the next Board meeting to obtain Dr. Westrup's signature. The conflict-of-interest statement must be signed annually by each member of the NFI Board.

Upon motion, duly made, seconded and carried, it was unanimously Voted: To adopt the conflict-of-interest policy and include it in the NFI's by-laws.

This led to a discussion as to whether the by-laws may be changed by vote of the Board or whether the Membership must vote on such a change. Dr. Helm will review the Articles of Incorporation. If it is determined that the Membership must vote on changes then the Membership will be notified that a by-law change is being proposed and will be brought to a vote at the next Membership Meeting.

Subcommittee on NFI Certificates Report

Ms. Kosta reported that five Centers have submitted and received approval for their NIDCAP Professional Certificates, three Centers have submitted certificates and are currently undergoing approval, and seven Centers have not yet submitted any certificate templates for approval.

Products & Services Committee Report

Current NIDCAP and APIB training: Dr. Lawhon reported that the format used at the Trainers Meeting to report the overview of training was not sufficient to account for all of the current training. She reported that the September 28, 2007 meeting will offer a true accounting of the current NIDCAP and APIB training. Dr. Helm will make his request for the last year's training statistics as he has in the past.

References: Dr. Lawhon reported there has been no more progress in updating the NIDCAP reference list since last reported in October 2006. The Committee will submit an updated reading list to the Board for approval in September 2007. The status of the NIDCAP reference library also remains unchanged since last reported in October 2006.

Newsletter: Dr. Lawhon reported that the Premiere Issue of the Developmental Observer was produced in the Winter and mailed in April 2007. Ms. Hopewell added that 4,000 copies were printed and the total cost of production and distribution was roughly \$11,000. The second issue is due out in August 2007. She reported that the current US mailing list contains 2,544 names and the non-US mailing list contains 422 (however, this is an incomplete list). The second issue will be sent to the same institutions and individuals, who received the first issue, however, the cost of mailing will be higher due to the recent rise in postage. The second issue includes the color adjustment, a similar format with the Message from the President, and articles including: Dr. Sunny Anand's paper on fetal pain and comfort, Dr. Laurie Mouradian featured in the NIDCAP profile, a parenting perspective, and a description of the QATs. Dr. Lawhon reported that, to date, four paid subscriptions of the DO have been ordered.

The board discussed whether the amount spent on the production and mailing was too high. Dr. Lawhon expressed her disappointment in the bulk mail service due to its slow delivery to recipients. It was suggested and agreed that the next issue would be mailed to all NFI members and paid subscriptions using first class postage and to all others sent via bulk mail. It was also suggested that foundations interested in publications be sought for future mailings. Ms. Hopewell suggested that selective advertising might defray the production and distribution costs; otherwise the \$11,000 would have to come from the current NFI budget.

A discussion ensued regarding how long to continue to send complimentary copies of the newsletter. It was decided that the next issue would include a center page or supplement indicating that it will be the last complimentary copy. Subscription information, including group rates, will be detailed on this page.

Dr. Lawhon reported an error in her Products and Services Report; the figures reported as the estimate for the spring issue of the DO are in fact the actual accounting of the cost of production and mailing of the Premiere Issue.

The e-zine: Dr. Lawhon asked the Board to re-evaluate the need for the e-zine, for whom it would be designed, and its purpose. She explained that originally, the e-zine idea was to serve a more work-related updating system geared to NFI members only. The Board discussed how announcements currently get to the membership. Website postings that are continually updated were recommended. At this time, the trainers' listserv serves this purpose, so the Board decided to defer to a later date the creation of an e-zine.

Program Committee Report

2007 Trainers Meeting Program: Dr. Lawhon reviewed the upcoming 2007 Trainers Meeting plans in Combrit, France. Dr. Sunny Anand will be the keynote speaker. Dr. Lawhon explained the request from the meeting hosts for Sunday afternoon to be freed up for an excursion. The Board discussed, which sessions might be rearranged in order to accommodate this request. It was agreed that the primary research presentation should be kept on the same day as the research abstract presentations. Dr. Lawhon explained the Meeting's format would then be similar to that of the 2005 Meeting. In order to provide an opportunity for the most inclusive reflective session to be held on Sunday, Members of the Board agreed to schedule one instead of the traditional two reflective sessions. Dr. Lawhon further described that the two main talks would occur on Sunday and the two work sessions on Monday. She reported that a "Certificate of Attendance" will be necessary as increasingly meeting participants are required to provide evidence of their attendance at the meeting.

2008 Trainers Meeting Program Update and Report

Dr. Lawhon stated that the 2008 meeting is planned for Buenos Aires, October 18-21, 2008 with the Board Meetings being held on October 17th and 21st. A possible theme/topic for the meeting is *Touch and Emotional Connectedness: Skin as the Interface of Care*.

Membership Development Committee Report

Dr. Helm reported that currently there are 88 members (83 members; 3 student members; 2 emeritus members). He stated that the goal is to have 125 members by the end of the year. He reported that a Welcome Packet has been sent to the new members (i.e., to everyone, who was a new member as of the last meeting). The NFI Welcome Packet includes the Welcome Letter, a Message from the President, a List of the Board of Directors, the Vision Statement, the Membership Policies, the NFI Membership Roster, a pin, and an invoice as indicated. Dr. Helm asked the Board Members whether they wished to consider any additional materials to be added to its contents. Clarification was made

that nominations for Members may be sent at any time. New folders for the Membership Packets are being produced.

Dr. Helm proposed restructuring the NFI Membership to include: Professional Members (includes current designation); Family Members; and Supporting Members.

A lengthy Board discussion ensued regarding Membership Categories. The Board decided to develop three major categories: Professional Member; NIDCAP Student Member; and Family Member. The members of the Professional Member category will be further designated as Professional Members, NIDCAP certified, and NIDCAP Professional Members. All current members would be grandfathered in as Professional Members. Dr. Als stated that the group of Trainers and Trainers-in-Training should be maintained as a separate Membership category since all of the Policies pertain to the trainers as opposed to the professional members at large. The importance of families and the Family Membership category to the NFI was discussed. Those families may apply for memberships, who have had family members experience, or have experienced themselves, the Newborn Intensive Care and/or Special Care. Family Member benefits would include the Newsletter, a pin, and access to the Membership Pages. It was suggested that over time, the NFI will develop greater opportunities for Family Members to serve increasingly active roles in the organization. For the form and direction of these roles, Dr. Vandenberg suggested seeking advice from those individuals elected by the Board as Family Board Members. The Board decided that Family Members may apply, and may also be nominated, for Membership.

Upon motion, duly made, seconded and carried, it was unanimously Voted: to approve a new category of membership, Family Members, to include self-identified members of families with infants, who are or who have been cared for in intensive care and or special care nursery, or who have themselves been cared for in intensive or special care nurseries.

Dr. Helm agreed to propose Membership Policies and rates for the Board's approval.

The Board discussed the possibility of a Supporting Member category that would include all those, who might want to be affiliated with the NFI but not be NIDCAP and NIDCAP support professionals or family members. There could be levels within this category including Contributor, Supporter, and Sponsor, to be invoiced each year. The Board determined that fundraising and membership dues might become merged and confused. A scenario considered was a company, whose mission is counter to the NFI's, who becomes a supporting member, and then claims to be a supporter of the NFI. This might create an appearance of endorsement and/or allegiance that is undesirable for the NFI. The Board agreed not to create a supporting member category at this point.

Appointments, Elections and Nominations Committee Report

Dr. Helm reported that at the last meeting, the Board decided to add two Parent Members to the Board of Directors. Since the last meeting, Dr. Helm received two recommendations from Dr. Joy Browne, namely for Ms. Victoria Youcha and Ms. Price Johnson. Ms. Youcha is the parent of a premie and a grandparent of an infant, who was SGA at birth. Tracy Price Johnson has a background in mediation, arbitration and business. The Board reviewed and discussed the CVs of the two individuals. Both candidates appeared quite strong, however, the Board decided to pursue additional candidates prior to making their selection.

The criteria that must be met by the Parent Board Members are as follows: Flexibility to travel, ability to make a three-year Board commitment and familiarity with NIDCAP (to be in a position to endorse it). The Board also discussed the process to select Family/Parent Board Members and the criteria to use to assess their qualifications. The Family/Parent Board member shall serve a three year term. The Board considered it important that at least one of the Board Members will have had experience with NIDCAP in a nursery.

It was suggested that an appeal be sent out to the NIDCAP Membership to identify appropriate Family Board Member candidates. Dr. Helm agreed to compose and send out an appeal to the NIDCAP Trainers.

Dr. Helm stated his intention to increase the size of the Appointments, Elections and Nomination Committee. It appeared possible that this process might be completed by the upcoming Trainers Meeting. The review of Parent Board Member applicants will occur via email and those candidates on the short list will be interviewed in person.

Fundraising Committee Report and Resource Development Plan

Dr. VandenBerg reported that the Fundraising Committee submitted letters of inquiry to the following foundations: The Ambrose Monell Foundation, The Carl and Lily Pforzheimer Foundation, Inc., and The Dale and Edna Walsh Foundation. The Committee, upon hearing of acceptance of an organization's interest in receiving funding requests, will then develop and submit proposals for financial support from \$10,000-\$100,000.

The Fundraising Committee submitted a proposal for \$25,000 to the Commonwealth Foundation; however, it was not funded; our project was not deemed to be in alignment with the Foundation's priorities.

Dr. VandenBerg described the status of the NFI's currently funded proposals: (1) The Bella Vista Foundation (awarded renewal in the amount of \$40,000, request was for \$50,000); (2) The Pritzker Foundation (submitted request for funding); and (3) The A.L. Mailman Foundation, Inc. (first installment of \$30,000 received December 2006; progress report due in June 2007; request due for renewal in December 2007).

Dr. VandenBerg reported that the Annual Fundraising Appeal raised \$2,660. Last year's appeal raised \$51,395, however, removing the single large Family Donation, the appeal actually raised twice the funds as previous year.

Dr. VandenBerg reported that a fundraising packet was given to Dr. Lawhon's contact, Mr. Lozano, for his review. Ms. Hopewell will contact Mr. Lozano within the coming week.

Dr. VandenBerg reported the Fundraising Committee's future goals: (1) To continue to identify appropriate Foundations to approach. A meeting is scheduled for June 6th for Drs. VandenBerg and Buehler and Ms. Patricia Ter Heun to discuss further funding strategies; (2) To explore other Foundations for submission of letters of inquiry (including, The Chatlos Foundation, The Dart Foundation, the Heineman Foundation, The Alexis Foundation, and The Rosalynn Carter Foundation); (3) To develop a fundraising packet including a one page description of the NFI, publications, and a spiral bound book with photographs and charts that present a snapshot of the NFI; (4) To send a letter of inquiry to The Ronald McDonald House Foundation, which stated that the Foundation will accept our letter in August and would like a proposal in December); and (5) To continue to explore the

potential endorsement from the Pediatrix group. Dr. Vandenberg reported that she received an email from Dr. Alan Spitzer of Pediatrix indicating his availability to meet in June.

Unfinished Business

Dr. Als announced that she received the application letter from Ms. Bunny Hutson, from Oklahoma University Children's Hospital and that Ms. Bunny Hutson now is officially a Trainer-in-Training.

Finance Committee Report

Dr. McAnulty distributed and reviewed the April 30, 2007 Financial Report. She reported: Total Revenues (\$79,420); Total Expenses (\$51,095); Products and Services (\$27,895); Operations (\$23,508); and Cash Balance as of April 30, 2007 (\$160,660).

Further, Dr. McAnulty reported that spending proceeded as projected. Twelve of the 15 Training Centers (Colorado NIDCAP Center [fees sent and waiting for receipt], The NIDCAP Training Center of Milwaukee [not paid nor made submission for hardship] and University of Illinois Medical Center at Chicago (UIMCC) NIDCAP Training Center [recently received]) are reflected in the report as monies received. With regard to the Milwaukee Training Center, Ms. Hopewell reported not having sent an invoice since she knew that the Center's Director, Ms. Laura Robison, was on sabbatical and thought therefore that the Center would not be required to pay. The Board informed Ms. Hopewell that the Center was still required to pay annual dues in order to be considered in good standing. Ms. Hopewell will follow up with Ms. Robison.

In the legal expenses category: \$15,000 was originally budgeted and as of this report, \$15,097 has been expended. Dr. McAnulty added that the funds were well spent on a number of important services (e.g. conflict-of-interest advice and documents, copyright registration, Board insurance advice, etc).

Dr. Lawhon asked if the NFI has received two years of support from the Premie Health Coalition. Ms. Hopewell reported that she believed the most recent payment was reflected in the Finance Report of the last fiscal year. It is therefore not included in this report.

Awards to the NFI include: \$30,000 was awarded from the Mailman Foundation (an additional \$20,000 dependent on how the \$30,000 was spent), \$40,000 was awarded from the Bella Vista Foundation, and the possibility of \$30,000 from the Pritzker Foundation is pending.

The line item designated as Materials for Training still has funds available. It was suggested that it be used for production of the Training Binders.

Dr. McAnulty reminded the Board that the .5 FTE voted on earlier today was not represented in the figures presented in the Financial Report.

Communication Committee Report and Topics for Discussion

Web Site: Dr. Helm reported that maintenance of the NIDCAP website is an ongoing task. He discussed the possibility of changing servers. The current server cannot handle many of the committee's requests, such as having two distinct passwords for two different pages. He reported that the Committee has discussed reorganizing the website. The homepage will remain unchanged; however, it will stream to three different sections geared for different types of viewers: Professionals, families, and others (perhaps funding agencies). Some overlap between the sections would exist. This reorganization process might take up to six months. The Committee suggested the idea of hiring a new designer, perhaps Mr. Rob Catalano, who designed the Developmental Observer. However, the committee is aware of the expense that this would entail. The Committee will work out the details and

inform the Board of its recommendations. Dr. Lawhon offered to submit a parent's email address to obtain a parent's perspective on the "user friendliness" of the website.

Data Base: Dr. Helm reported that the database currently has 580 entries. However, many inconsistencies were discovered during the data clean-up process. He reported that he is still in the process of cleaning and fixing those entries. He has asked Ms. Ann Brandon to return the hard copies of the data files for this task. The files sent from Boston have not yet been entered. Dr. Helm reported that he has not received data from some of the trainers, who have training information from many years ago. Dr. Helm distributed a paper copy of the online training record, with its drop down category options for the board to review. As the board reviewed the menu options, Dr. Sheldon suggested removing *neonatology* from the *discipline* category. Dr. Helm reported that the database is close to ready for new entries, but its capacity to be a resource for older data will still require more time and work. The older data will be retrofitted for access as best as possible. Dr. Helm reported that he might ask Trainers to send their training statistics this year on the new database form.

Executive Director's Report

Ms. Hopewell stated that she structured her Executive Director's Report to follow the design of her second year 12-month contract. This contract had as its overall purpose the building of the organizational capacity of the NFI. Ms. Hopewell reported the specific NFI accomplishments to date: (1) *Five year (2007-2012) Organizational Strategic Plan* (survey in December 2006; a one day strategic planning meeting held in January 2007; and the first draft of the strategic plan prepared and submitted for review in April 2007); (2) *2007 Resource Development Plan* (submitted to the Board in November 2006); (3) *Membership Development* (membership manual created and sent to all new members); (4) *NIDCAP Nursery Certification Program Development* (funding secured through the Mailman Foundation to implement the Program's first phase, plans to contact Rob Catalano to design a brochure); (5) *Public Relations* (assisted the development of the Become a Friend page; plans to seek assistance in the creation of press releases, supported the DO team in the mailing of the DO and created a spread sheet to monitor subscription activity); and (6) *Operations* (use of Quicken software for financial recording).

Ms. Hopewell announced that with the approach of fiscal year 2008, it is an appropriate time for the NFI to hire a full-time Executive Director. She expressed that for the amount of money currently spent for her ED salary, the Board could hire an ED with a strong aptitude for numbers and details. Ms. Hopewell understands that her strengths lie in her ability to see the larger organizational development of organizations. She stated she wishes to support the Board in identifying and hiring the new ED, who may assume these NFI responsibilities during the coming year. She believes is that there would be a three month window of transitional period between her and the newly hired ED. She stated that over the coming months, she feels her strongest contributions would be to continue to work with Dr. VandenBerg on fundraising. The Board asked Ms. Hopewell if she was interested in a part-time position that would focus on the organizational strategic planning and collaborate with someone, who would focus on the daily implementation of the NFI. Ms Hopewell expressed interest in this proposal. It was decided that Dr. Als and Dr. Sheldon would meet with Ms. Hopewell the following morning prior to the start of the Board Meeting to discuss the Board's decisions and next steps.

Ms. Hopewell was excused from the meeting for the Board to discuss the options and direction to be taken regarding the Executive Director position.

Conclusion of Board Discussion of Executive Director Position

After a lengthy discussion regarding how to proceed with the ED position, the Board agreed to pursue hiring a new ED and not renew Ms. Hopewell's consultancy contract. Further, the Board decided to ask Ms. Mary Hiland to lead a review of the needs of the NFI and to establish a Search Committee for a new ED. A sub-committee from the Board will be formed to interview the final candidates.

Dr. Als and Dr. Sheldon agreed to meet with Ms. Hopewell to inform her of the Board's decision and to accept her resignation on the Board's behalf. Should Ms. Hopewell's services still be necessary after the October 2007 Trainers Meeting, she would be contracted on an hourly basis. During the remaining time on Ms. Hopewell's current contract, her responsibilities will include: Ongoing support in the search for a full time ED, continued assistance with fundraising in collaboration with Dr. Vandenberg, continued invoicing and billing and management of other daily administrative finances, handing off responsibilities to next ED, and wrap-up of finances of this Board meeting and the next. In September/October, Ms. Hopewell will be asked to provide a certain number of additional months (on an hourly salary) following the transition if deemed necessary.

5:00 p.m. Dr. Als adjourned the meeting.

Wednesday, May 16, 2007

8:38 a.m. Dr. Als called the meeting to order

NIDCAP Nursery Certification Program (NNCP) Committee Report & Planning

Application Process: Ms. Smith reported that the NNCP Application Process Subcommittee has completed their preparation of the set of application materials. The application was trialed at Ms. Smith's own site, St. Luke's Hospital, to determine its efficacy. Ms. Smith explained that the application process generated many questions, required great explanation and resulted in becoming an important learning experience (of note, the one individual with NIDCAP training had the greatest number of questions). The application process took one full day to complete. In conducting this trial, Ms. Smith proposed that a "Guide to the Application Form" with detailed directions for its completion be developed.

Developmental Nursery Criteria: Ms. Smith reported that the Committee planned a two-day meeting in Denver in February, but due to weather conditions the meeting was cancelled. The Committee used that time to work individually at their respective work sites and communicated by telephone. Dr. Buehler and Ms. Smith met April 1st and 2nd and made more progress. All three committee members plan to stay an extra day following this meeting in Florida to work together and further formulate the NNCP manual of criterion scales.

Piloting of the Process: Ms. Smith reported it will be necessary to reschedule the assessors' pilot visit from July to October, as proposed in the original timeline. Ms. Smith stated that the assessor training will be done at the first pilot site. Dr. Lawhon stated that she will encourage Cincinnati Children's Hospital Medical Center to consider becoming a pilot site, and recommended that Ms. Smith set up a conference call with Ms. Patti Bondurant. The sites considered for piloting are as follows: Children's Regional Hospital at Cooper University Hospital, WakeMed, and University of Illinois Medical Center.

The site visit team shall be comprised of Ms. Smith, Dr. Helm, Dr. Lawhon, Dr. Vandenberg and Dr. Sheldon. The importance of maintaining a consistent review team for ease of creating a training model was discussed.

The projected three-to-four-day pilot sessions are scheduled as follows: St. Luke's Regional Medical Center: (Week of October 22nd); Children's Regional Hospital at Cooper University Hospital (Week of December 10th); and WakeMed (Feb 4th and Feb 11th are possibilities). The fourth site, University of Illinois Medical Center, will be scheduled at a later date.

Educational Workshops: Educational workshops and materials, including a video presentation, will be designed to introduce applicants to the NIDCAP Nursery Certification Application process. It will also explain how to complete the application to determine the unit's readiness to apply for certification; determine if the nursery might benefit from a NIDCAP mentor/educator to reach the level necessary to apply; connect the nurseries/applicants with consultants/mentors; review the nursery's criteria for certification; and explain the site visit process. A one day workshop is proposed to be conducted several weeks prior to a nursery's site visit. The educational workshop process will be trialed at the end of the pilot phase at the Chicago site. Ms. Smith will seek advice for this process from the coordinator of the Nursery MAGNET workshop that was conducted at her site.

Advertising/Marketing of the Nursery Certification Program: Information pertaining to the NNCP will be posted on the NIDCAP website; an informational brochure will be created; Dr. Vandenberg will consult with Ms. Margaret Blair and a public relations expert for their advice; a Frequently Asked Questions for Parents document will be created regarding the benefits of developmental NICU care; the possibility of partnering with hospital associations will be researched; articles for the popular press, including *Preemie* magazine will be submitted. A marketing specialist for the initiation of this project is required.

Dr. Vandenberg asked Ms. Smith for a NNCP progress report and the NNCP Developmental Nursery Criterion Table of Contents to include in the Mailman Foundation annual report.

Review of Program Objectives in Bella Vista/Pritzker/Mailman Grants

Mailman Foundation Grant: Ms. Hopewell reviewed the NIDCAP Nursery Certification objectives described in the Mailman Foundation grant. One of the key objectives was to complete three site visits by December of 2007. Due to the length and complexity of the NNCP site review materials, more time and work have been required for completion prior to scheduling the site visits. A mid-year report, due in June, will make the necessary adjustments to the timeline. Compensation for the site team assessors will be made for travel, hotel, and an honorarium per day and monies can be available in advance of the site visits.

Bella Vista Grant: Ms. Hopewell reported that the Bella Vista grant proposal was approved, as reported by a recent email, for \$40,000. Ms. Hopewell distributed the grant proposal to the board and explained that the Foundation had shifted their programmatic focus to include funding for issues of parent depression. The current proposal seeking renewed funding for the NFI, highlights the ways in which NFI is supportive of parents in the NICU. The specific training modules described in the proposal were addressed. The website will be redesigned to include a section for families and may satisfy Bella Vista's goal.

Pritzker: In May, the current Pritzker funding year cycle ends. At the time of this meeting, Ms. Hopewell had not yet learned of their intent to continue funding the NFI. Ms Hopewell sent a copy of the submitted funding request to Dr. Als.

Review of NFI Five Year Strategic Plan

Ms. Hopewell reviewed the NFI's five-year strategic plan. The Board agreed with the plan's overall strategic mission. The four *strategic program objectives* were discussed as follows:

Objective 1. Increase NIDCAP parent participation in the NFI: The Board agreed to eliminate the blog listserv as goal. Dr. Helm described a redesign of the website to provide a better vehicle for communication and information for parents. The Board discussed the development of a resource of NIDCAP Professionals available to answer and reassure parent/family questions and comments, once a week.

Objective 2. Add five to ten NIDCAP training centers: One new center was established as of this meeting. No amendments were made to this objective.

Objective 3. Certify 20 NIDCAP nurseries: The wording shall be changed to read "NIDCAP Certified Nurseries"

Objective 4. Have NIDCAP mandated as a professional requirement by the AAP: The Board agreed to revise this objective to read "Have NIDCAP endorsed by the American Academy of Pediatrics". The Board discussed at length this goal and ways to achieve it. A preference for an emphasis on the professional academic levels for best dissemination and understanding of the NIDCAP model was voiced. Other objectives to be added include: To determine key professionals within disciplines to champion NIDCAP; to present to the National League of Nursing (Dr. Lawhon agreed to contact Dr. Susan Blackburn and other leaders in the field of nursing); to disseminate the NIDCAP model to the nursery disciplines with the goal to influence practice in each of these disciplines; to present at main professional meetings; and to write professional articles for each discipline's academic journals. The Board made some recommendations of professionals to contact (e.g., Betsy Kray, Erin Ross, Sue Thorye). The Board noted the following disciplines missing from the list: Infant Mental Health, Social Work, Psychology, Education and Lactation. Dr. Lawhon agreed to investigate how to reach a network of hospital volunteers. Dr. Buehler asked if the goals of Objective 4 would necessitate the creation of another committee. Dr. Lawhon, with Dr. Sheldon's support, took on the responsibility of enlisting colleagues to address this objective.

Objective 5 (new): Updating and integrating all training materials: Materials will continue to be organized in Binders and an index of contents will be created to track status of each document.

Operational Objectives

Objective 1. Expand the size and scope of the Board of Directors: Ms. Hopewell reminded the Board that at most there should be 15 members on the Board of directors. Legal advice recommends smaller Board sizes to enhance productivity. The Board discussed the intention of maintaining an international presence without adding an additional international member. For the addition of Family Board members, Ms Hopewell described that it was not decided that these two new positions would always be held by family members. At this time, the Board discussed whether these two positions should be specifically designated as Family Member positions and whether initially they shall be appointed then become positions voted on by the NFI membership. A review of the by-laws and possible decision to modify them will be made.

Objective 2. Office and expanded staff: No changes were proposed to this objective.

Objective 3. Fundraising: Ms. Hopewell suggested combining the fundraising and marketing committees. Dr. Vandenberg agreed but stated that she will need assistance for the larger scope of the work. Dr. Vandenberg will seek advice from Ms. Patricia Ter Heun and Ms. Michelle Wachs on how other organizations have combined marketing and fundraising activities. Ms. Hopewell suggested changing this goal to “Fundraising/Marketing” and adding personnel (such as a full time marketing professional, a full time fundraiser) and developing an action plan.

Objective 4. Website: No changes were proposed to this objective.

Five-Year Timeline

Ms. Hopewell created a five-year timeline for implementation of the outlined strategic goals. She suggested that the Board review and update/revise this implementation plan at each Board meeting. Ms. Hopewell will revise the current implementation plan to reflect the changes made at this meeting and redistribute it to the Board. Dr. Als suggested that each Board Member fill in their respective work responsibilities and return the information to Ms. Hopewell for her integration into the document. The Board will discuss the revised timeline at the next meeting in France.

Review of Financial and Staffing Plans

Ms. Hopewell asked the Board to explore staff they would like to introduce over the next five years and at what salary levels. She stated that hiring a fulltime ED in the Boston area for \$60,000 annual salary is reasonable. She also stated that she felt it was crucial that the ED feel connected and be located, if not in Boston near the National NIDCAP Training Center, the at least near a Training Center where a Board Member resides. She recommended hiring a person with 5-10 years experience. The other staff recommended for the Board’s consideration was: a Fundraiser, a Marketing Consultant, an MIS/Web Manager, a Membership Services Administrator, a NIDCAP Nursery Certification Program Coordinator, and a Trainers Meeting Administrative Assistant. Many of these staff members might begin as part-time positions. Since the decision to increase the number of staff is dependent upon available funds, Ms. Hopewell recommended that the Board concentrate at this time on hiring the ED and a marketer for the coming year.

Review of Financial and Staffing Plans Continued

Ms. Hopewell reviewed the financial plan. She described some modifications needed based on decisions that were made at this meeting, for instance, the inclusion of the .5 FTE National Training Center administrative professional; the publications line needs to include the DO; and the low projected budget for marketing. The staffing plan will remain as outlined, with the understanding that it will be revised as the year progresses.

Dr. McAnulty updated the NFI’s finances, making adjustments for the now known donations and grant funds as well as the administrative professional salary. With these adjustments, the NFI has \$7,000 less in the cash balance than was reported yesterday.

Board Insurance

Dr. McAnulty reported the NFI attorney’s advice regarding Board insurance. Attorney, Mr. David Szabo, informed her that “Board and entity liability are remote due to \$20,000 liability cap for the corporation and charitable immunity of Board members”. Because of Board concerns, Dr. McAnulty further explored obtaining Directors and Officers Insurance (D&O). She received the name of Mr. John Malley from H.R. Hatch Insurance Agency. Ms. Hopewell contacted Mr. Malley and was sent a form to be filled out to determine the cost of D&O insurance for the NFI. Ms. Hopewell was told by Mr. Malley that for a similar company the cost was \$1500/year. He estimated it would be between \$1000-\$1500/year for the Board to be covered with D & O Insurance. Ms. Hopewell and Dr.

McAnulty will inform the Board of the actual insurance premium costs once they have been determined and they will recommend a course of action.

NFI Endorsements, Trademark Use, Collaborations with For Profit Companies

Dr. McAnulty distributed a document created by the NFI's attorneys that indicates the status of each of the trademark "marks" (the logo with name beneath, the logo alone, the certification mark and the NIDCAP name alone). In the US, the NIDCAP name is fully registered. The other three "marks" are currently pending the Notice of Allowance. In Argentina and Canada, the applications to register the name NIDCAP have been published and the attorneys are awaiting the next steps. Under the Madrid Protocol, the status of the applications in Romania, Poland, Portugal, and Sweden are pending. The application from Norway it has been officially accepted.

The board discussed whether individual Training Centers may use the NFI logo on their official documents. The Board agreed that each center might include the logo on their documents with a notation that reads "Member of the NFI." Centers may not use the logo as their own Center's logo. The Quality Assurance Committee will work on establishing the criteria sheet for the use of the logo. Dr. Helm stated there should be some flexibility because each hospital has its own parameters to be followed.

With regard to the collaboration with the Baby Björn product company, Dr. Westrup, as recommended by the NFI's attorneys, sent a letter outlining the concerns of protecting the NFI's intellectual property. He is awaiting their response.

Level-2 nurseries

Dr. Als reported that several Trainers have sought guidance in how to support trainees, who work in Level-2 nurseries to carry out observations and recommendations in a Level-3 nurseries. The challenge has been in conducting Advanced Practica and seeking to make an impact in the Level-3 nursery. Dr. Als distributed a new paragraph to be added to the Advanced Practicum for the Board's review. Dr. Als reminded the Board during the phone conference in April, that it was agreed upon that a separate certification process and certificate were not yet additional support should be made available. After a discussion of the challenges of allowing a trainee to follow an infant, who begins in a Level-2 nursery (e.g. the timeframe may be more difficult; follow up may be more challenging; lack of understanding of the younger preterm infants may result) it was determined that Dr. Als' addendum was sufficient.

Dr. Als agreed to update the QAT#001 with the proposed addendum, as well as the Advanced Practicum Guidelines, to reflect the modification to the training requirements.

Upon motion, duly made, seconded and carried, it was unanimously Voted: to adopt the addendum to QAT #001

Publicity, Marketing, Education, and Positioning of the NFI in the Professional and Public Arena

(Informational Booth; Brochure; NFI Shop)

Ms. Hopewell reported that, since the Board was pleased with Mr. Catalano's design concept of the Developmental Observer, she would like to ask him to create a tri-fold NFI brochure (an informational brochure that includes the NFI mission, a list of the NIDCAP Centers, etc) as well as a complementary NIDCAP Nursery Certification brochure. These two brochures would be important components of the NFI membership packet. Ms. Hopewell stated her intention to order 1,000 brochures. The Board expressed the need for ordering a larger quantity. Ms. Hopewell suggested a system whereby Training Centers would order the brochures from the NFI, which would sell them in packs of 100.

Ms. Hopewell then explained to the Board that the Membership Folders will be designed with a space for business cards, and that the NFI consider having business cards designed and printed. The Board decided that at the very least the Board members, the Executive Director, and the fundraiser(s) should have business cards available. Ms. Hopewell stated that she will ask Mr. Catalano to design the business cards. The Board asked Ms. Hopewell to explore whether the graphic designer might have a corporate package that includes business cards and stationery, etc, in an effort to keep the design cost down. Ms. Hopewell will obtain an estimate of the cost of the business cards and then explore the corporate package concept. Dr. Als added that she would like the stationery design to be electronically available.

Exhibitions

Ms. Hopewell distributed a list of eight organizations with meetings at which the NFI may want to be represented with an exhibit booth. She estimated the cost of exhibition at all eight meetings to be approximately \$20,000, which includes the cost of per diem and travel for the booth exhibitors. The Board decided that this cost is prohibitive at this time. A few of the eight meetings must be prioritized. Ms. Hopewell reported that Rob Catalano's estimate to design a display would be \$2,700.

It was discussed that the NFI's target audiences are at these organizational meetings and whether the NFI wants to market NIDCAP training or Nursery Certification. The Board agreed that a "top down" marketing strategy would be more appropriate for the Nursery Certification. The Board also discussed the idea of placing advertisements in professional journals; this may be more economical than participating in meeting exhibitions. All Board Members were in agreement that brochures are crucial and cost effective. As for determining the best marketing strategy and the creation of a meeting display booth, the Board agreed to wait and seek information from a marketing consultant.

The Board also discussed the idea of having an Online NFI Shop, for products such as clipboards, vests, blankets, mugs, bags, lanyards, retractable ID holders, etc. Further information will be required for identifying organizations that produce such items, raising start up funds for the production costs, identifying storage locations for merchandise, and creating a pricing and payment plan. This endeavor necessitates a huge time investment. Ms. Hopewell suggested delaying the process until there is a fulltime Executive Director available for its management.

Dr. Als expressed her interest for a general brochure to provide information on Nursery Certification. The Board further discussed the creation of family brochure. However, Ms. Hopewell reminded the Board that the current budget was created with only the general informational and the Nursery Certification brochures included. The Board reviewed the target audience for the brochure and decided it would be professionals, who would be interested in joining the NFI and those nurseries wanting to receive the services of the NFI. The Board requested that Ms. Hopewell prepare a timeline for the brochure production to be available prior to the September Board Meeting. Ms. Hopewell agreed to obtain the production costs on the corporate package as well as the brochure within the next two weeks. She also stated that the printing of the brochure would be accomplished by August. The Board agreed that 5,000 brochures should be printed.

The Board reviewed the date for the next monthly call, June 19, 2007.

The Board discussed dates and venue for the interim board meeting in 2008. The Board decided on the week of April 7th (meetings on the 8th and 9th), with the week of April 14th (meetings 15th and 16th) being a second choice. The Board decided to hold the meeting in the Boston area and Ms. Kosta will

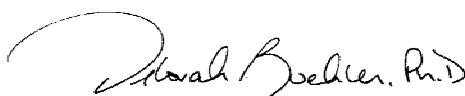
research possible venues in the Boston area. Ms. Kosta will send out a confirmation email regarding the dates of this meeting.

Unfinished business

The Board discussed whether to modify the definition of the NFI to reflect the new category of Family Members but decided at this time to leave it as it stands. The definition of the NFI as written in the Developmental Observer's second issue will reflect the family component of the NFI's membership.

The next Board Meeting will be in Combrit, France on Friday, September 28th, 2007.

There being no further business, upon motion, duly made, seconded and carried, the meeting was adjourned at 4:25 p.m.



Deborah Buehler, PhD
Secretary
NIDCAP Federation International