



NIDCAP Federation International
nidcap *changing the future for infants in intensive care*

**Minutes for the Meeting of the Board of Directors
Emerson Inn by the Sea, Rockport, Massachusetts**

15-16 April 2008

Members of the Board: H. Als, D. Buehler, J. Helm, g. Lawhon, G. McAnulty, T. Price-Johnson, R. Sheldon, Jacques Sizun, K. Smith, K. VandenBerg, V. Youcha

Staff: D. Wahl, S. Kosta

Tuesday, 15 April 2008

Dr. Als called the meeting to order at 8:00 a.m. (EDT) and reviewed the meeting agenda.

New Board Member Welcome

Dr. Als welcomed the two new family board members, Ms. Tracy Price-Johnson and Dr. Victoria Youcha. All Board members introduced themselves to the new members.

Adoption of Minutes

Four sets of minutes were distributed for review and adoption. Included were the minutes from: The Last NFI Board Meeting of the FY 06-07 year (Friday, September 28, 2007, Combrit, France); The Annual NFI Membership Meeting (Saturday, September 29, 2007, Combrit, France); The First NFI Board Meeting of the 07-08 year (Tuesday, October 2, 2007, Combrit, France); and the NFI Board Conference Call Meeting (January 15, 2008).

Upon motion duly made, seconded and carried it was unanimously

Voted: To adopt the Minutes from the NFI Board Meeting, Friday, September 28, 2007, Combrit, France.

Upon motion duly made, seconded and carried it was unanimously

Voted: To adopt the Minutes from the NFI Annual Membership Meeting September 29, 2007, Combrit, France.

Upon motion duly made, seconded and carried it was unanimously

Voted: To adopt the Minutes from the NFI Board Meeting, October 2, 2007, Combrit, France.

Upon motion duly made, seconded and carried it was

Voted: To adopt the Minutes from the conference call, January 15, 2008.

Dr. Buehler stated that she and Ms. Kosta plan to create a listing of all the votes taken to date by the NFI Board of Directors. Votes will be extracted from all of the minutes and added to a file that can be cross-referenced by meeting date, committees, type of vote, etc. There was a discussion about how best to distribute the rapid minutes as well as the “seconds” in a timely fashion. Some Board members expressed they would like to still see the long minutes, or “seconds”. The Board decided to declare the next phone

conference call an official meeting at which the Minutes of the April 2008 meeting will be adopted. The Minutes of the phone call will only list the adoption of the Minutes and any other votes taken.

Upon motion duly made, seconded and carried it was unanimously

Voted: To set a policy that the “Rapid Minutes” of a Board meeting will be distributed within three weeks of the meeting and voted on at the following phone conference call.

Upon motion duly made, seconded and carried it was unanimously

Voted: That the secondary, detailed Minutes will be distributed to the Board within six to eight weeks of a meeting.

Discussion of the To-Do List

Dr. Als briefly reviewed items have been accomplished and those which still remain to be done.

At this time, Dr. McAnulty addressed the issue of bringing Ms. Kosta onto the Board as an official member. Dr. Buehler asked whether there should always be an odd number on the Board for voting purposes. Dr. Helm stated he would review the By-Laws for any such wording. The discussion was tabled until the end of the next day’s meeting under “Unfinished Business”.

Conflict of Interest Form

In May 2007, the Board voted to add to the By-Laws a new section regarding *Conflict of Interest*. The Board may modify the By-Laws and then must notify the Membership at the following Membership Meeting. However, at this time, no changes have been made to the By-Laws regarding this 2007 statement. It was decided that the new *Conflict of Interest* statement be added as an addendum to the By-Laws and be referred to as an elaboration of the statement already in the By-Laws. Mr. Wahl mentioned that the accountant will need an updated version.

Strategic Plan and Time-Grid for Specific Objectives per NFI Committee

Mr. Wahl asked the Board whether they had enough time to complete the Strategic Plan’s time-grid. Board member’s requiring more time to finish this task were asked to complete and return the outline to him by tomorrow evening. Mr. Wahl explained that NFI projects must correlate with the financial plan. He stressed that the point of this task is to develop, commit to and accomplish the work outlined within the strategic plan.

President’s Report

Dr. Als summarized her report as follows:

- Mr. David Wahl was hired as Director of Development and Administration. The transition from Ms. Hopewell officially ended February 1, 2008, however, there are some lingering transactions Ms. Hopewell and Mr. Wahl;
- The Board was enlarged by two Family Board Members;
- Monthly Board calls have been helpful;
- Monthly meetings have occurred with the President, Treasurer and the Director of Development and Administration, Mr. Wahl. Mr. Wahl plans to visit a NICU. He has accomplished a great deal of work with Dr. McAnulty and Ms. Kosta. Mr. Wahl created a time grid for fundraising that will be a useful tool for the Board;
- A number of votes over the last six months were reviewed;
- The 19th annual NIDCAP Trainers Meeting will be hosted by Dr. Helm at the Graylyn International Conference Center in Winston-Salem, North Carolina; and
- There are currently nine committees and will soon be ten committees. Committee descriptions will be posted on the NIDCAP website.

Upon motion duly made, seconded and carried it was unanimously

Voted: To accept the President's Report.

Finance Committee Report

Dr. McAnulty reported on the period from October 1, 2007 through March 31, 2008. She reported: a cash balance from FY06-07 (\$233,162); the total revenue (\$286,871); the total expenses (\$176,270); and cash balance (\$110,000).

Dr. McAnulty referred the Board to the *Anticipated/Encumbered* column of the financial spreadsheet. She added this information to help the Board envision what may be expected in the remainder of the fiscal year. She explained the variances in several of the line items. She reported that the Training Centers and Members who have not paid will be invoiced by Mr. Wahl this week. With regard to the *Grants* line item, Dr. McAnulty pointed out the bottom line in terms of revenue that shows a deficit of \$74,424. She explained that part of the issue is the discrepancy between the grant funding years and the NFI fiscal year. She stated that the Nursery Certification Program would not generate revenue and that also contributes to the short fall. The *Professional Services Fee* is in flux as some of Ms. Hopewell's salary remains to be determined. The amount of time necessary for the Executive Director transition was underestimated. Dr. McAnulty pointed out that the funds (\$25,000) in the *Products and Services* line item, eared marked to produce the APIB videotape, and may absorb the overage in other categories. Dr. Buehler announced that the unrestricted Buehler funds would be coming in this fiscal year; this is not reflected in the budget currently. Dr. McAnulty stated that one of the large unexpected expenses was the Directors Insurance to cover the Directors for liability. The other item that the budget doesn't include is the cost of the website redesign, which will be approximately \$8600, though with the building of a database it could be as high as \$17,000.

Dr. McAnulty reported the budget's bottom line as follows: Spending as expected by this date would leave a cash balance at the end of the fiscal year of \$97,891.

Dr. Youcha brought up a series of questions related to NFI donors: Is there a list of donors; is it expected that all Board members donate; and what is the donation expectation for each Board member. She recommended that the donor list be organized into broad categories and the Board can then decide whether and how to make this list available. Mr. Wahl stated that there is no set amount expected from each Board member as a donation.

Upon motion duly made, seconded and carried it was unanimously

Voted: To accept the Finance Committee Report.

Fundraising Committee Report

Dr. VandenBerg reported that a final report as well as a new proposal for funding was sent to the Bella Vista Foundation. Their reply is expected by May or June 2008. Dr. VandenBerg reported that the final balance (i.e. \$20,000) of the \$50,000 grant from the Pritzker Foundation was received and a new proposal for a renewal grant was sent in January 2008. A final report was also sent to the A.L. Mailman Foundation. A new proposal requesting \$50,000 was submitted. The grant would primarily fund the NIDCAP Nursery Certification Program and a decision is expected in May or June of 2008.

Dr. VandenBerg reported that a Letter of Interest (LOI) was sent to Ronald McDonald House Charities for \$225,000. She reported that after being declined the opportunity to submit a full proposal the first time a LOI was sent, Ronald McDonald House encouraged the NFI to resubmit an LOI in this cycle. Dr. Sheldon mentioned he is involved with the Ronald McDonald House at the local level. Dr. VandenBerg asked if he would write a letter of support and she asked the Board to explore other connections they may have to Ronald McDonald House Charities.

Other funding possibilities include the LOI sent to the Kellogg Foundation and explorations for future LOI submissions to the Bill and Melinda Gates Foundation and Heinz Endowments.

Future goals of the committee are to: Work to raise funds for annual appeal; pursue family foundations; create a fundraising packet for members of the board and the NFI to use to approach prospective donors; create a PowerPoint presentation for fundraising; and creation of fundraising/marketing slide(s) that individuals could add to their own NIDCAP/NFI presentations (could be posted on *Google docs* for free).

Other topics discussed included: The Board asked the fundraising committee to send the names of the individuals who serve on the Boards of the foundations from which the NFI is seeking funding. Mr. Wahl distributed a summary of the commitments made in the proposals to the foundations. Addressed were the issues of acquiring grants to fund training fees and the need to explore foundations that fund projects to improve the healthcare around the world. Dr. VandenBerg stated the Bill and Melinda Gates Foundation may be one such foundation. Dr. Als agreed to send Dr. VandenBerg a list of priorities of what she and Dr. Duffy learned are necessary in Egypt. Dr. Youcha stated that she might have a connection to the Board of the Gates Foundation.

Upon motion duly made, seconded and carried it was unanimously Voted: To accept the Fundraising Committee Report.

Director of Development and Administration Report

Mr. Wahl reported that in terms of administrative transition he thinks all the important aspects have been addressed. He has a solid working relationship with Ms. Hopewell and he feels he can call her with any questions. He has spent several weeks organizing an accounting of the finances. He will begin to move this information onto Quicken software and will work with the accountant to merge into a Quick Books method. Mr. Wahl stated he would send out a reminder email to the NFI membership for dues payment after he verifies who has already paid. Dr. Lawhon explained that at her site was an administrative assistant put the NFI invoice aside because the due date was set for several months after the invoice arrived. Mr. Wahl will review the wording of the invoice and adjust as appropriate.

Mr. Wahl explained that the NFI clearly has to expand its base of funding. His priority will be to expand with foundations rather than with individual donors. The annual appeal expands yearly. He suggested that Board members offer contact names to him. Dr. Als asked if the Membership could be tapped for whom they may know. It was suggested that Mr. Wahl draft a letter to the Membership in which he introduces himself and outlines the fundraising plan. Mr. Wahl pointed out that he has such a letter in the next issue of the *Developmental Observer* and agreed to draft an additional description and appeal to be sent to the Membership.

Upon motion duly made, seconded and carried it was unanimously Voted: To accept the Director of Development and Administration Report.

Products and Services Committee Report

Required Reading List Update: Dr. Lawhon reported that she and her committee members are working diligently to revise and complete the Required Readings List. Older articles are being scanned with the assistance of Dr. VandenBerg. The list will be completed within a couple of months. She will send out one more email to Center Directors and Trainers for suggestions for the list. The committee will submit to the Board for approval a final list of required readings. They will strategize about how it will be made available to everyone. The issue of Prechtl's *The Neurological Examination of the Full-Term Newborn Infant* (1977) inaccessibility was addressed. Dr. VandenBerg stated that she just ordered it from *Amazon.com*. The committee will explore how to best make it accessible.

Reference Library Update: Dr. Lawhon stated that the reference library is still in development and she asked if there is still a need for this library. There was discussion about how to make it most accessible to individuals however a final decision was not made.

The Developmental Observer (DO) update: Dr. Lawhon reported that Volume 2, Issue 1 is in process. She displayed the issue and summarized its articles. The issue will be mailed soon and received within the next month. Board members will receive 10 to 12 copies. She reported that the first two issues were sent to every NICU within the country and many internationally, however, this issue will be sent only to NFI members and to individuals with subscriptions. Dr. Lawhon explained that the staff writers agreed to contribute for two years and their commitment ends after the next issue, due prior to the next Trainers Meeting.

Dr. Lawhon made a request to the Board that the NFI pay a consultation fee of \$5,000 to the Senior Editor of the *Developmental Observer*, Mr. Rodd Hedlund, due to the enormous amount of work he performs for the DO publication. A discussion ensued with Board members asking if this would be an ongoing expense. The Board asked the DO Committee propose an hourly figure and suggested asking a foundation to underwrite the newsletter. A motion was made and seconded proposing an ongoing stipend of \$5,000/yr to the Senior Editor of the DO. In the discussion, it was suggested perhaps giving a one-time stipend and then reviewing this decision in the future. Mr. Wahl explained that if the proposal is viewed in the context of marketing, he believes most members will consider it as an important product to support. For example, he stated that excerpts of the newsletter, especially since it is a high quality product, might be extracted and sent to particular audiences for marketing. He reminded the Board that the marketing initiatives and prioritizing the initiatives would be discussed at the next day's meeting. The discussion of the stipend is tabled for the Marketing topic for the April 16th, 2008 meeting.

Dr. Lawhon stated that the Products and Services Committee Report does not include products such as pins, vests, etc. Dr. Als asked specifically about the production of stationary. She reported to the Board that one of the funders commented on the NFI's stationary. Dr. Buehler reported that she had explored with Mr. Rob Catalano (the graphic designer) a package that included business cards and stationary. It was decided that Dr. Buehler, Mr. Wahl, Rob Catalano, and Ms. Kosta take responsibility for the production of Board stationary, business cards, and folders. There was a request that the stationary be created in an electronic format as well as in hard copy format. Dr. Lawhon commented on the poor quality of the NFI folders stating that they have a tendency to fall apart easily.

Dr. Youcha suggested the formation of a Marketing Committee. She also stated that having looked at the budget she does not feel comfortable voting to move forward with more expenses.

Dr. Buehler asked how best to proceed with the brochure. She stated that as it exists right now it is not culturally diverse. Dr. Buehler will take on the completion of the brochure.

Upon motion duly made, seconded and carried it was unanimously Voted: To accept the Products and Services Committee Report.

Program Committee Report

Dr. Lawhon stated that the Program Committee Report sent out by email is not the current report. She summarized the revised report: The Trainers Meeting is scheduled for October 25-28, 2008 in Winston-Salem, NC. The committee plans to approach Dr. Nils Bergman (who will be giving Cooper's Grand Rounds soon) to speak about skin-to-skin holding and brain development at the Trainers Meeting. Dr. Lawhon stated that a decision was made to revert back to the skin-to-skin theme and that the reflection theme will be more appropriate for the 20th anniversary meeting in Chicago when Dr. Linda Gilkerson is

more likely to be able to participate and present. Dr. Lawhon pointed out that it was difficult to move forward with the program without knowing the location. She will send the revised committee report to the Board after the meeting and will keep the Board up to date on developments via email and phone conferences. One aspect that will be part of the program is a workshop on the Advanced Practicum. Dr. Als asked if she will be expected to summarize the presentations made at the trainers meeting and the response was that she would not be required to make these summaries.

Dr. Lawhon discussed preliminary ideas for future meetings. The specific dates of the 2009 meeting are still undetermined and Dr. Lawhon will find out the exact dates of the 20th Annual NIDCAP Trainers Meeting to be held in Chicago. If Dr. Nikk Conneman hosts the 2010 meeting, the focus will be the work beyond the NICU because of the Amsterdam Training Center team's work with Dr. Hedlund's Infant Behavior Assessment (IBA). Mental health issues and sleep topics may also be themes for upcoming meetings. Dr. Lawhon stated that a poster session and a voluntary networking lunch might be incorporated into future meetings.

Upon motion duly made, seconded and carried it was unanimously Voted: To accept the Program Committee Report.

Quality Assurance Committee Report

Unfinished QAC business: Dr. Als reported that minimal progress has been made on: the project to organize and standardize the translation of training materials; the APIB manual; and the availability of the Happy Apple. The QAC is aware of the importance to develop these resources and will continue with progress in these areas.

Training Updates:

Ms. Smith is working toward becoming an APIB Trainer with trainees from the Alesund Hospital in Norway and has performed two workdays since the last Board meeting in France. Dr. Agneta Kleberg's APIB Re-reliability (a part of her APIB Trainer in Training requirements) was postponed to November 2008 due to her own medical issues. In November, Ms. Ann-Sofie Gustafsson will be assessed for APIB certification and Ms. Pia Lundqvist and Ms. Gillian Kennedy will receive APIB introductory training with Dr. Kleberg under the supervision of APIB Master Trainer Dr. Als.

Formalizing the ongoing APIB Trainer Training between Drs. Buehler and Browne was discussed. It was decided that they should each submit letters to the QAC regarding their desires and plans for training toward becoming APIB Master Trainer (Dr. Buehler) and APIB Trainer (Dr. Browne). Dr. Als serves as Dr. Buehler's Senior Master Trainer.

NIDCAP Training/Center Development

Germany—The two German centers that had put their center development on hold have reactivated their training but have not applied to be a Training Center at this time. Once the prospective trainers have achieved reliability they will apply to become a Center. *Argentina*—The Centro Latinoamericano NIDCAP of Argentina formerly at the Otamendi Hospital is being temporarily hosted by the Fundacion Dr. Miguel Marguilies. The foundation has supported Dr. Basso in her NIDCAP work. The president of the foundation is the Medical Director of the Department of Maternal, Child and Adolescent Medicine at the Fernandez Hospital. In this interim period, Dr. Basso will send her training progress to Dr. Als. *West Coast NIDCAP Training Center*—After several years at Mills College the West Coast NIDCAP Center is transitioning to the University of San Francisco Medical Center. *The Netherlands*—Dr. Nikk Conneman is the trainer at the Sophia NIDCAP Training Center in the Netherlands. Ms. Monique Flierman is in the process of APIB training and is now on maternity leave. Dr. Als plans to visit the Center when they are ready for their next steps. The Dutch NIDCAP Training Center in Leiden The Netherlands is closing.

Prospective Centers—Dr. Als reported that the QAC has not received a formal application from Edmonton, Canada. Dr. Buehler will ask Dr. Browne about the status of the Edmonton team. Dr. Als reported that she feels the University Hospital in Modena, Tuscany, Italy will declare themselves as working toward Center development. She has a meeting with Dr. Fabrizio Ferrari in May 2008.

Dr. Als asked the Board whether they know of other outstanding training issues. Dr. Lawhon asked about Australia and Taiwan. Dr. Als replied that Taiwan applied to be removed from Training Center consideration and Australia has not reapplied to become a Center at this time.

Dr. Als announced that she plans to create a document that details the rules for terminating any training-related activity. She distributed the Quality Assurance of Training-Termination Policies (QAT-T). Dr. Helm inquired about the procedure for those already engaged in the process of training and how they should be notified of this new policy. Dr. Lawhon stated that being able to notify those in process presumes that the QAC is aware of who is actually in the process of training. Dr. Als pointed out that the database should show the names of those in the process. Dr. Helm asked if he should notify currently in training. Dr. Lawhon agreed to ask all trainers for a list of all their trainees. Dr. Helm suggested that formalizing the trainee's agreement to enter into training might be in order. Ms. Smith asked how to proceed for those trainees whose training is suspended due to medical reasons. Dr. Als suggested that NIDCAP Professionals in Training be required to pay the NFI membership fee and become Student Members of the NFI. If all the trainees by virtue of being accepted must become Student Members then they would be on record with the NFI. The fee of \$40 per year for a continuation of their membership was discussed. Dr. Buehler suggested creating a contract to be signed that would inform the trainees of the expectations involved. Dr. Als stated that by virtue of completing the self-assessment materials, trainees are acknowledging that they are interested in NIDCAP. Dr. Helm pointed out that there is attrition from beginning of training to the certification stage. Dr. Als stated she feels the fee will intensify the commitment. Dr. Helm suggested that perhaps the NICU leader should be involved in a contractual agreement. Dr. VandenBerg stated that she has contracts for training in place at her site. Dr. Als agreed to compose an email to Trainers asking those who use contracts to send a copy of them to her. Perhaps the Board could review these contracts and create an NFI one to adopt into use. Ms. Smith asked if the Trainers would be responsible for enrolling the trainee as a Student Member and pay the fee as well. Dr. Helm stated that his hospital pays for his trainees' training and perhaps the hospital can sponsor their membership as well. Dr. Buehler asked if the QATs could be combined with the QAT-Ts to simplify the documents. Dr. Als stated that the person guiding the trainees should be responsible for conveying the information to them. Dr. Buehler suggested combining the expectations for each training level with their respective termination policies.

A procedure for initiation of training is suggested: Inform trainee of the process and timeframe, establish an agreement with the trainee, forward the trainee's name to the NFI, and invoice the trainee as a Student Member. Once they are trained, individuals become Professional Members of the NFI. The contract can be a condensed version of what is contained in the QATs though it may be tailored to the particular site and trainee. It was stated that the contracts would require greater explanation and communication with the Trainers. This topic may be further discussed at an upcoming Trainers Meeting. Dr. Als agreed to integrate the two sets of policies by the next Board meeting and to create a draft of a uniform NFI contract.

Dr. Buehler addressed the implication that the Trainers may not understand all of the NFI policies. She wondered if there is a method that could be developed to convey this information to them. It was stated that one of the main issues is that it is rare to have all the Trainers in one place at the same time discussing the same topics. While is policy for the Trainers to be at the Trainers Meeting, there is never complete attendance. Dr. Helm stated that a more regular update to the Trainer's email group is necessary. He suggested an example whereby a QAT is emailed to the trainers, they are asked to read the policy and

send back a response that they have read it. Dr. Lawhon then asked what defines reliability for understanding the topic. She indicated that some still feel that the Advanced Practicum need not be completed before being considered reliable. She suggested a virtual educational experience where a topic is selected, is sent to the Trainers, the Trainers are expected to read about the topic and respond in a manner that reflects understanding of the topic. For instance, after the Advanced Practicum article in the *Developmental Observer*, a training module can be created, sent out, and a training log kept. Every Trainer, Trainer-in-Training and Center Director would be required to complete these tasks. It was stated that it would be important to trial this tool prior to the Trainers Meeting. Because Trainers and Trainees have asked how to do their jobs better, it might be time to have a straight Trainers Meeting within a broader NFI conference. Dr. Lawhon agreed to work on developing a tool for keeping Trainers, Trainers-in-Training and Center Directors up to date on training methods and policies (i.e. provide information via email on a different topic every six months that requires a response from the recipients as indication of understanding the topic). Ms Youcha suggested using an email communication tool such as Survey Monkey or Zoomerang. Dr. Als stated that the QAC will these suggestions under advisement.

A Board Member brought up the issue that there is not a separate certificate for a Master Training Center and further wondered if there should there be a separate QAT for the termination of a Master Training Center. Dr. Als pointed out that a center's name doesn't change when a Master Trainer is certified, but when the trainer is certified as a Master Trainer, the center by definition can function as a Master Training Center (i.e. Trainers can train Trainers).

Sub-Committee on Intellectual Property Report

Dr. McAnulty reported that the registration process of the trademark, logo, word mark and certification mark has been completed in the US. Internationally, the word mark, NIDCAP, has achieved registration in Canada, Argentina and the Madrid protocol countries (i.e. European Union, Romania, Poland, Portugal, Norway and China). The registration in Sweden is still pending. Once the certification mark was registered, a specimen of use and standards of quality of training (QATs) was filed with the trademark office. The specimen and standards were accepted in January 2008. The QATs to date were submitted per level. Any further modifications will require a resubmission. The termination policies may be an NFI procedural document and not registered with the state as part of the QAT. Dr. McAnulty stated that she feels there is no need to submit these documents.

Sub-Committee on Certificates Report

Ms. Kosta reported that as of April 2008, eight centers have completed the certificate approval process, (i.e. Carolina NIDCAP Training Center, St. Luke's NIDCAP Training Center, Mid-Atlantic NIDCAP Center, French NIDCAP Center, The Dutch NIDCAP Training Center of Leiden, West Coast NIDCAP Training and APIB Training Center, The NIDCAP Training Center at Connecticut Children's Medical Center, Sophia NIDCAP Training Center), six centers are in the process of approval (i.e. National NIDCAP Training Center, Scandinavian NIDCAP Center, Colorado NIDCAP Center, The Brussels NIDCAP Training Center, Centro Latinoamericano NIDCAP Otamendi, NIDCAP Training and Research Center at Cincinnati Children's) and three centers have not yet submitted any certificates for approval (i.e. Sooner NIDCAP Training Center, UK NIDCAP Training Center at St. Mary's, and University of Illinois Medical Center at Chicago NIDCAP Training Center).

Upon motion duly made, seconded and carried it was unanimously

Voted: To accept the Quality Assurance Committee Report.

Upon motion duly made, seconded and carried it was unanimously

Voted: To accept the Subcommittee on Intellectual Property Protection Report.

Upon motion duly made, seconded and carried it was unanimously

Voted: To accept the Subcommittee on NFI Certificates Report.

Membership Committee Report

Dr. Helm reported that there have been nine new Members since the meeting in France. (7 Professionals; 1 Student; and 1 Family Member from Norway). He reported the total Membership is as follows: 96 Professional Members; 10 Student Members; 2 Family Members; and 4 Emeritus Members. Dr. Helm stated that he wants to amend the report he distributed, to include the two new Family Board Members as NFI Family Members. He stated they would be designated as Professional Members of the NFI but serving in the capacity of Family Representatives. Dr. Youcha stated that if she and Ms. Price-Johnson are Family Representatives on the Board perhaps they should be designated as Family Members. Dr. Helm will amend his report. The NFI Membership status of the new Family Board Members has been declared as NFI Family Members paying the dues amount determined for that Membership category.

Dr. Helm reported the goals of the Membership Committee for 2008 as follows: To consider a separate “For Members” page on the web for the Professional and Family Members; to simplify the invoicing and record keeping related to the Membership; to develop a listing of the Membership for the website; and to continue to grow the Membership.

Some other topics related to Membership were raised such as: if multiple year memberships have been considered and discussed (Dr. Youcha); if there was a fee charged the NFI when paying through PayPal; and how to list the Membership on the website.

Ms. Smith mentioned that she would explore starting a products line.

Upon motion duly made, seconded and carried it was unanimously

Voted: To accept the Membership Committee Report.

Nominations, Elections and Appointments (NEA) Committee

Dr. Helm reported on the successful recruitment of the Board’s two new Members. He stated that at the meeting in Combrit, France it was decided that the two new members would be designated as Family Representatives on the Board.

Dr. Helm reported that the NEA Committee would conduct the election of Board officers at the October Board Meeting as well as the election for two Board positions at the October Membership Meeting. The three year terms of Ms. Karen Smith and Dr. Roger Sheldon will come to an end in October. The NEA Committee will follow-up with their intention and the nomination process will be opened up prior to the meeting. Dr. Helm will send out the notice of the election after the NIDCAP website by early June.

Upon motion duly made, seconded and carried it was unanimously

Voted: To accept the Nominations, Elections and Appointments Committee.

Communications Committee Report

Dr. McAnulty reported that the Committee has: maintained the NFI website and updated the NIDCAP Centers page; posted a revised Program Guide; posted the latest edition of the *Developmental Observer*; updated the NFI’s PO Box and phone number where necessary; and maintained all three Listservs and updated them as needed.

With regard to the database, Dr. Helm has updated the database to include last year’s training accomplishments. The committee is working out a plan to verify the accuracy of the archival data and is exploring options for posting the database on the website.

The major goal for the next six months is to redesign the NIDCAP website. Dr. McAnulty reported that two bids have been sought as of this meeting and one of the companies felt they would not be able to provide us with a bid that was within our budget. The committee will pursue other bids. Dr. Youcha stated that she knows another organization that may be able to design and give us a bid.

The committee was asked when the database might be ready. Dr. Helm stated that all of this year's data was entered correctly though 584 entries from the archival data are not "clean". More time is required in order for this information to be accessible to all trainers. He stated he will itemize the components necessary to achieve the database needs. He proposed an option to hire Mr. Rodd Hedlund to clean up the data. He will speak with Mr. Hedlund and then present an outline of the next steps for the database to the Board. When asked when the Board could expect such an outline Dr. Helm stated he will have done by the May 20th phone conference call.

Upon motion duly made, seconded and carried it was unanimously

Voted: To accept the Communications Committee Report with the understanding that Dr. Helm will outline the specifications of the database needs by the May 20, 2008 phone conference call.

Additional comments:

Dr. Helm brought up the topic of the Conflict of Interest Statement discussed earlier today. He asked who would be responsible for adding it to the By-Laws. By the next meeting he will amend the NFI By-Laws to include the new conflict of interest statement (voted May 2007 meeting).

Wednesday, 16 April 2008

Dr. Als called the meeting to order at 8:12 a.m. (EDT) and reviewed the meeting agenda.

NIDCAP Nursery Certification Program Committee Report and Planning

Ms. Smith reported that the application materials used at the first two NIDCAP Nursery Certification Program (NNCP) pilot sites require modification. She further reported that the supportive materials that will accompany the application would be developed prior to the next pilot site. The committee has continued to revise the NIDCAP Nursery Criterion Scales and has determined through the process of the first two site visits that a short site review form is necessary to allow for timely scoring while on site. A manual describing the evaluation process is also under discussion.

Ms. Smith summarized the pilot site visits as follows:

St. Luke's Regional Medical Center: The first pilot site visit was completed October 22-25, 2007. The first two days were spent discussing the Criterion Scales. The pilot site visit was a review of St. Luke's integration of developmental care as well as an educational experience in the use of the Criterion Scales. Notes were made for Criterion Scales revision suggestions and for the development of a Site Review Agenda and a short evaluation form of the Criterion Scales.

The Children's Regional Hospital at Cooper University Hospital: The visit was completed on March 13 and 14, 2008. It was scheduled for two days, yet the pilot site review team confirmed that three days are necessary in order to have the time to thoroughly review each site and to develop a summary of the nursery's developmental care integration. Dr. Als asked whether the third day would be used for the nursery's summary. Ms. Smith stated that it was discussed there would be three days for the visit and then a fourth day for feedback. Ms. Smith stated that the site should expect feedback within a month post visit. As far as scoring, the committee has discussed moving to a dimensional scoring method whereby the four categories would be seen as dimensions and the scoring would be done in terms of how the criteria reflect those dimensions.

Ms. Smith stated that the Criterion Scales revisions must be completed prior to moving onto the third pilot site.

Ms. Smith stated that these initial NNCP pilot visits have provided rich information and topic ideas for informative and educational workshops. The planning and timing of such workshops is dependent upon the completion of the NNCP's pilot phase.

A debate ensued on the preferred length of hospital site visits. Dr. Helm stated that if the written materials from the hospital are received well in advance by the review team and are of sufficient quality and scope, the review team should be able to complete the site visit in three days total; a three day site visit with two days of review on site and one day of site summary and feedback. Ms. Smith stated that there is potential for the visit to be shortened in the future, however, the first site visits (after the pilot phase should remain four days. Dr. Als stated that a three-day visit might be more supportive for the team as well as the site. If the site review pace is "loosened", the site may get a more accurate assessment with the team becoming comfortable with the site review team being there. If after each component, the review team takes reflection time for themselves, this would model a process enhancing the NIDCAP approach rather than the one of "pass/fail" for sites. She recommended a three-day visit with shorter days and greater processing time built in. She stressed that the team should not feel rushed in its evaluation. Dr. Helm pointed out that through the pilot process, the standard has not been to make the review a three-day process in the unit. Dr. Sheldon added that it is difficult to insert oneself in the unit without modifying the experience. Dr. Als compared the review method to the experience as NIDCAP trainers, one reviewer at a bedside doing a NIDCAP-like observation. Dr. Lawhon stated with forethought and planning the assessment process may not take as long as expected. Ms. Smith pointed out that each site would have the opportunity in the pre-application process to convey to the reviewers the flavor of their unit, including the best times to observe certain nursery aspects. With the guidelines more clearly defined, the unit will be better equipped to inform the reviewers such characteristics as staff and family daily rhythms.

Dr. McAnulty asked how many reviewers are planned for when the NNCP gets underway. Ms. Smith replied that the plan is to have three reviewers representing different disciplines. Dr. McAnulty outlined the finances of the site reviews with estimates of costs for a four-day/four night stay as \$10,000 per reviewer. Ms. Smith stated that there will be an application fee, on site fee, report generation fee, etc. to cover these costs. A comparison to the fees for the Magnet program were reported as follows: the application fee is \$3500; the fee for hospitals with a bed size of 100 beds or less is \$14,000; the appraiser team leader fee is \$2500 and the other review team members' fee is \$2000; the site visit fee is \$1850. Dr. McAnulty asked whether the committee would be willing to ask Dr. Sizun, for instance, to pay \$40,000 for NIDCAP Nursery Certification. Dr. Sheldon stated that the site teams in the future would consist of three people. Dr. Als pointed out that Dr. Sizun would want to know NNCP costs to be in a better position to request funds.

The question of which hospital nurseries may be in a position to apply for certification arose. Ms. Smith stated that hospitals that are inspired by the Magnet Recognition Program would be most likely to be interested in NNCP certification.

Ms. Smith stated that the NNCP's infrastructure should be the first aspect developed. Dr. Als pointed out that several individuals would need to be trained to be site reviewers. The question of who acts as the NNCP's quality assurance body was raised. For example, do reviewers bring their feedback to a representative group of the NFI that will conduct the quality assurance and ultimate certification? This would add another cost component to the process. Ms. Smith stated that money would be generated from the workshops. Dr. Als described the NNCP's next priority as planning the next pilot visit with the

necessary money allotted for the process. She inquired about the NFI's commitments to the funding agencies regarding the NNCP.

During a short break, Mr. Wahl reviewed the foundation grants for the percentage of finances allotted to the NNCP. He reported that the grant from the A. L. Mailman Foundation is almost exclusively for the NNCP. Two grants have approximately \$10,000 targeted for the NNCP. The following work was stated to be performed in the A.L. Mailman proposal: Complete the pilot program by July 2008; organize two to three one day workshops through June 2009; announce the program between January and June 2008; enroll the first six applicants between July 2008 and June 2009; and approve and assist with NICU preparation and training plans beginning in January 2009. Mr. Wahl stated that the program is about six months offset this timeline, progressing yet taking a bit longer than anticipated. Mr. Wahl reported that the Program Director of the A.L. Mailman Foundation understands the nursery certification schedule is delayed, however, she has stated that she wishes that it be completed within a timeframe that matches their foundation's funding schedule.

Dr. Als reiterated that the first focus is on getting the materials finalized (including the Criterion Scales and post feedback materials). This will assist the timeline in place for the WakeMed pilot visit.

A discussion regarding the reviewers' fees ensued. Mr. Wahl gave some examples of what other agencies charge. The Council on Accreditation has set their fee at \$2000 with a cap at two days and travel expenses. Ms. Youcha stated that it would be a useful exercise to review these costs and then examine what can be adjusted without compromising quality, while at the same time taking into consideration what the market will bear. Dr. Als proposed the establishment of a NNCP Financial Sub-Committee. The committee will include Dr. McAnulty, Mr. Wahl, Dr. VandenBerg and Ms. Kosta. The sub-committee is charged with costing out the application process, the fees for conducting the review, and any other administrative costs. Dr. Helm advised estimating the costs of the workshop as well. Dr. VandenBerg asked about those nurseries which might desire certification yet need mentoring first. Dr. Als stated that the NNCP should concentrate on those nurseries that feel they can achieve certification after reviewing the Criterion Scales.

Dr. McAnulty asked if the NNCP workshop model might be similar to a Bayley Scales of Infant and Toddler Development workshop model. These workshops are available in certain regions of the country for interested individuals. Dr. Als pointed out that the workshop could be developed as a "canned" program. Ms. Youcha asked that since the Magnet Recognition Program is a quality certification program, there might be a way to develop a relationship with them for guidance. For who might be able to run the workshops, it is decided that Trainers could be asked to run such a workshop after the content of the workshop is decided upon.

The timeline for the next pilot site visit was discussed. Prior to the third pilot, the application materials, the Criterion Scales and the post review materials must be completed. A week in July has been set aside to further the process. Five days will be dedicated to the completion of the Criterion Scales. Ms. Smith stated that she wants to have the application materials finished before July. Dr. Lawhon agreed to help with the application materials. Dr. Helm will approach his administration and nursery about a February 2009 pilot visit. It is decided that the final documents will have to go to the pilot site four months in advance of the site review (two months for the site to complete the forms and two months for the review team to review the nursery's submission).

Dr. Buehler returned to the issue of the number of days needed for the review process because a decision had not been made earlier. She stated that the two-day model used in the pilot phase seemed to prove inadequate and that third pilot will be the last chance to experiment with this timing. A proposal was made for a three person, three-day site visit. One Board member suggested that it might be beneficial to

have four days. The discussion turned to the number of reviewers to send to the third pilot. Dr. Helm pointed out that there was a lot of time spent on discussing and making suggestions for Criterion Scale revisions at the first two pilot sites. Dr. Lawhon asked why a reviewer should be eliminated at this stage in the NNCP's development. It was suggested that another pilot might be necessary because these first three have been for development visits and not "true" pilot reviews. Dr. Sheldon stated that he is comfortable with one more visit before going "live" with the program. Dr. Als stated she does not agree to set a lower daily review fee. Three days and a processing day were proposed. Dr. Buehler suggested considering a pilot site review being directed by someone other than those within the existing review team for new insights and recommendations for the program.

The discussion reverted back to the timeline and how it will be accomplished. Ms. Smith stated that she would work on the "front-end" materials on her own time. Perhaps there could be teams working in parallel, one on the application materials and one on the Criterion Scales. Ms. Smith stated she feels she and Dr. Lawhon can work ahead of time on the application materials. Dr. Vandenberg shared her concern regarding the new timeframe and what was promised to the grant foundations. The pilot should be completed by fall and the workshops launched soon after. It is determined that the timeline can proceed planned. Dr. Als asked if there is to be a pre-conference day at this year's Contemporary Forums including a workshop.

The dates for the WakeMed pilot site visit were set for February 2009. Two different scenarios were proposed: (1) Three days visiting the nursery and one processing day off site; and (2) Two days of well thought out on site work with one day of processing off site. It was discussed that in the three-day scenario the first two days would have to go longer than if there were three days on site. Committee members described the need for evening time spent on the process regardless of the number of review days planned.

The NNCP committee took an informal vote on whether there should be three or four reviewers at the pilot site visits. The outcome of this poll was four votes for three reviewers and two votes for four reviewers. It is decided that three reviewers shall conduct the site visits. During a short break, the committee decided it was dissatisfied with the number of people decided upon. Dr. Als proposed the following: To structure the third pilot site visit with four NNCP site assessors and then launch the NIDCAP Nursery Certification Program with three assessors per site visit. All committee members agreed to this proposal.

Date and Vehicle of Roll Out--Public Relations/Marketing.

The Board discussed the timing of the announcement of the roll out of the NIDCAP Nursery Certification Program and how it should be marketed. One option is for the announcement of the program's launch is for it to appear in the *Developmental Observer* (DO). This announcement would explain that applications would be accepted in July 2009. There could be a teaser announcement indicating that the full program description will be forthcoming in the next DO issue, the January issue. Mr. Wahl agreed that a pre-announcement should appear in the DO and an informational meeting should happen at the Trainers Meeting. Ms. Smith will run a concurrent session about the program at the Contemporary Forums meeting.

A Director inquired whether there was a brochure available and whether the program has a marketing committee. Mr. Wahl stated he plans to work with Ms. Price Johnson and Ms. Smith on a marketing plan. Ms. Smith stated that recognition of the pilot sites should be done with the launch of the program. She asked how the announcement could occur. The feedback letter to Ms. Smith's nursery was distributed. There was discussion about how to make the announcement when the program has not "rolled out" yet. Dr. Als asked how to do justice to the accomplishment and the work that has been done. She further asked the site review team members how they envisioned feedback to the site and acknowledgment of

certification would be made. Dr. Helm stated that he thought when the “roll out” announcement is made, St. Luke’s would be acknowledged as the first site to achieve NIDCAP Nursery Certification. He stated that he would like the Board to make this announcement, rather than the site visit committee. It was suggested that the Board write a letter to St. Luke’s stating that when the programs announcement is made, they will be acknowledged as being the first to achieve certification. A Member asked if this would set the precedent for how nurseries were informed of their certification. The response was that this did not necessarily set up the process that the Board would designate the certification. Dr. Sheldon stated that he believes that at this time the Board is the responsible certifying entity and will be until such time that the committee members are not personally involved in the process.

Ms. Smith stated that St. Luke’s hospital’s expectation, given the information contained in the letter they received, is that Ms. Smith would return from this Board meeting and with the NFI’s decision regarding their certification. Dr. Youcha stated that this is a great opportunity for marketing. She suggested that Dr. Als should go to Boise and there should be a ceremony around this accomplishment. It was decided that St. Luke’s will receive a letter stating their certification accomplishment with a certificate and that they could plan a celebration. Ms. Smith told the Board she will meet with the hospital’s marketing department this Friday. The site will decide whom they invite to the celebration; guests should include the President of the hospital. The celebration will be spotlighted in the DO and a press release can be developed. The Board discussed the form of the award (marble statue, etc.).

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

Voted: To declare the Newborn Intensive Care Nursery at St. Luke’s Regional Medical Center, Boise, Idaho, USA as the first NIDCAP Certified Nursery.

Another discussion occurred regarding the order of announcements, whether the announcement of St. Luke’s certification should coincide with the NNCP “roll out” announcement. This would delay the announcement of St. Luke’s. The Board was asked whether they feel that the celebration shouldn’t occur until the announcement of the roll out. Dr. Helm reminded the Board that it is the NFI’s process and it is within the Board’s purview to decide when the celebration happens. Dr. VandenBerg agreed and stated that we can say we are preparing the “roll out”. Ms. Smith will inform her hospital’s marketing department that the announcement will occur in the coming months. A letter from the Board will be written and sent to St. Luke’s informing them know that they are the first nursery to achieve NIDCAP Nursery Certification.

Upon motion duly made, seconded and carried it was unanimously

Voted: That the announcement of the NIDCAP Nursery Certification Program and of St. Luke’s Regional Medical Center, Boise, ID, USA as the first NIDCAP Certified Nursery, occur simultaneously to allow for flexibility for planning and marketing preparations.

The second site visit

The site visit report went to nursery at The Children’s Regional Hospital at Cooper University Hospital; the Board is awaiting a response from Cooper to the suggestions and recommendations made in the letter. Dr. Lawhon asked when her nursery could expect more information from the NNCP review committee. Dr. Als’ impression is that Dr. Lawhon will give feedback on the NNCP review team’s letter. Dr. Lawhon indicated she wishes that the letter specified when specific recommendation’s accomplishments could be expected. She described her wish for more concrete descriptions of next steps, such as “the nursery did not quite meet these requirements, however, if you do “A B & C” you will receive certification.” It is decided that another letter to Cooper will be written to include specific details and sent to Dr. Lawhon.

Dr. Buehler asked that the NNCP Report, with its confidential excerpts from the Cooper review letter, not be posted on the NIDCAP webpage.

A Marketing Committee is necessary to determine how to organize the first celebration, how to determine the “roll out” process, and how to decide on the type of award.

Forming a Family Committee

The Board shared their expectations of a Family Committee. Dr. Helm stated that he feels the responsibility of the Family Committee would be to integrate the family perspective and to increase the family participation in the NFI, as well as determine how to get the family perspective reflected. Currently the NFI does not offer as much support for families as it might and this area could be developed. In some hospitals it is more difficult to support the nursery toward developmental care and additional materials would be beneficial. How do families feel about individual care rooms in nurseries? Parents should experience the supportiveness of nursery caregivers and not feel abandoned. Ms. Price Johnson stated this varies from one family to the next. Dr. Als stated that nursery staff might not feel adequate in helping prevent the family trauma and depression that comes with the birth of a premature infant. Therefore, creating resources for caregivers at the bedside to be better equipped to handle such situations is a priority. Dr. VandenBerg emphasized the importance of building relationships with the infant and the family. She described that the mental health piece is what is missing in many units and the Family Committee can develop some of these resources.

Dr. Youcha stated that the primary viewing audience of the NFI website includes professionals who support NICU/SCN parents. She asked for clarification that the NFI website may include links to parent resources. Dr. Helm stated that the website currently lacks a page with links for families. The Family Committee can work on how to inform and bring families into NIDCAP. Dr. Als stated there is a need for validation for parents that their presence in the nursery is important and thus increasing the resources for nursery staff to support parents in their roles.

The two family representatives on the Board, Ms. Price-Johnson and Dr. Youcha gave a presentation for the Board. They stated that they examined other organizations that provide family centered care and reviewed the NFI’s Strategic Plan They proposed five Family Committee goals:

- (1) The first goal is to develop a professional education program on family centered practices. This would require gathering information about family needs and researching the materials that could be used with families. They mentioned a DVD on post partum depression developed by Dr. Kathryn Barnard as a potential resource for parents.
- (2) The second goal is to develop resources for families which include: establishing links to resources and organizations that already exist; finding downloadable materials (such as from Zero to Three); and exploring the establishment of a family “bill of rights”. Dr. Als suggested showing a video clip from the VIDA program on the website. It would be helpful to delineate the issues that families face such as: Relationship building and mental health issues. Dr. Buehler suggested it might be beneficial to the Family Committee members to participate in a NIDCAP introductory session. Reviewing the locations of current Trainers, it was suggested that introductory training could come from Ms. Deana DeMare for Dr. Youcha and from Dr. Joy Browne for Ms. Price-Johnson.
- (3) The third goal is to develop a brochure for families, one that is downloadable from the website.
- (4) The fourth goal is to increase the number of family members in the NFI and they asked the Board for ideas on how that might occur. Dr. Helm suggested that there could be a storyboard, a narrative, and the DO Family Voices to draw in families. Perhaps a short video can be taken of parents sharing their perspective. The discussion turns to the brochure that is in process and the Family Committee members asked whether the brochure has a section that invites family members to join. Dr. Buehler asked to

consider the brochure's purpose; its initial target audience was for professionals. It was suggested that there be a separate brochure for parents. The parent brochure could be more educational and less orientated with a marketing message.

(5) The fifth goal of the Family Committee is to increase the members on the Family Committee, itself. Ms. Price-Johnson and Dr. Youcha asked how the Board currently increases membership on committees. It was indicated that anyone can work on a committee and perhaps an appeal can go out to existing NFI Members to recruit Committee Members. An appeal can be made to the Membership asking if they are aware of family members who may wish to participate in committee work. Dr. Helm agreed to send out an appeal to the Membership.

Dr. Youcha and Ms. Price Johnson outlined the committee's long-term goals as follows: To develop an online course for NICU professionals on family-centered practices; and to add family-centered standards to nursery certification requirements.

Dr. Youcha and Ms. Price Johnson asked if the Board knew of students or interns who would be available to gather resources for parents. It was discussed that it would be necessary to develop a priority outline and then look within the NIDCAP group to identify available resources. Drs. Joy Browne and Linda Gilkerson would be good resources.

The Board decided to create a Family Committee chaired by Ms. Price-Johnson with member Dr. Youcha.

It was determined that it is very important that the Family Committee Members participate at the next Board meeting, including the Trainers Meeting. They were assured that the Board would support their presence financially.

Publicity, Marketing, Education and Positioning in Professional and Public Arenas - Discussion

Mr. Wahl stressed that the NFI develop a comprehensive marketing plan. He opened the topic for discussion and asked the Board for ideas. He pointed out that the most practical ideas already discussed are the production of brochures, fundraising packets, letterhead, business cards and the website. He stressed that this is a wonderful opportunity to bring it all together and achieve an NFI brand. He explained that the organization must prioritize and decide what is going to have the greatest impact with the lowest cost and the least amount of effort.

The Board discussed the most important stakeholders for the NNCP, in terms of marketing as being NICUs. NICUs must establish full time positions for NIDCAP developmental specialists and strive for nursery certification. The marketing must emphasize that NIDCAP changes the system for the benefit of the families and the infants. Mr. Wahl asked if there were other stakeholders. The Directors added trainers. It is necessary for trainers to develop support among the administrations of hospitals for support of NIDCAP training.

Mr. Wahl asked the Board what the core messages should be to those groups; what compels them to want NIDCAP. Dr. Als emphasized the research that shows in terms of brain structure and function, premature infant morbidities are decreased. With NIDCAP, parents are much more secure advocates for their infants and have more satisfying relationships. Dr. Helm stated that the purpose is to convey to NICUs that NIDCAP is the best way to provide care, and therefore, NIDCAP should be their standard of care. There are self-enhancing and cost-effective benefits and that the NFI provides expertise with knowledge and training.

Mr. Wahl clarified that cost is a barrier for many NICUs. The Directors stated that many NICUs feel they are already "doing" developmental care without formal training. Mr. Wahl asked for guidance as to how

to best reach the core group. The Directors stated that the adoption of a technical report by the American Academy of Pediatrics would be a significant accomplishment and a validation NIDCAP. Drs. Sheldon and Imaizumi are working on this report. Mr. Wahl described that what is attractive to a hospital administrator will be different from what is attractive to the medical professional working within the NICU. Dr. Helm stated that the expectation is that the physicians recognize NIDCAP's worth and advocate for its use.

From a marketing standpoint, there is a need for several different messages to be prepared. Ms. Youcha suggested that an "elevator speech" be prepared. She explained that this "speech" would include three or four major points stated in a simple, yet clear, manner.

Mr. Wahl stated that the NFI has the opportunity to put the "right stamp" on its message and with a cohesive visual image. He described the core of communicating NIDCAP's message being communicated from its website where reaches the largest number of individuals. Mr. Wahl asked if there were other groups should be considered for marketing. Dr. Als asked how to bring more exposure to the world about premature infants. Ideas included "the day of the preemie" (where everyone speaks of the premature infants; the Oprah Show; or local media. Mr. Wahl stated that local media options can be explored as well as insurance companies. He stated that he looked into several insurance companies with foundations and found five that the NFI should consider. He emphasized the need for a press package. Dr. Als stated that newsworthy events prompt the press; perhaps the NNCP announcement can generate an NPR (National Public Radio) piece. Dr. Als also stated the importance of lobbying at the state level to get NIDCAP included in state requirements for early intervention services.

Mr. Wahl summarized the marketing goals as: 1) Concentrating on aspects that have the greatest impact with low cost; and 2) Keep in mind more costly aspects that can be tackled in the future.

Mr. Wahl stated that he and Ms. Price Johnson would proceed with preparing a marketing packet together.

Unfinished business

Ms. Kosta's status on the Board: Dr. Helm looked over the By-Laws and found no conflict in terms of Ms. Kosta's eligibility to become a Director. A question arose as to whether it was important to keep an odd number of Directors for voting purposes. Although Dr. Als offered to waive voting privileges, the Board did not accept this and decided that any votes requiring a tiebreaker would be addressed should they arise.

Ms. Kosta left the room for the Board to discuss and vote on including her as the 12th Director on the NFI Board.

Upon motion duly made, seconded and carried it was unanimously

Voted: 1) To add a twelfth Director to the Board, and 2) that Ms. Sandra Kosta was elected to fill that position for a three year period.

Ms. Kosta returned to the Board meeting and was asked to serve on the Board as its 12th Member. She accepted.

Stipend for Senior Editor of the Developmental Observer

A motion was previously made proposing an ongoing stipend of \$5,000/yr to the Senior Editor of the *Developmental Observer*.

It was suggested to connect the stipend to the Trainers meeting. This was proposed since the NFI requires the Senior Editor to be in attendance at the meeting therefore NFI will pay these expenses. Dr. Helm stated he is in favor of the stipend.

The Board continued to discuss the topic of paying a stipend to the Senior Editor of the *Developmental Observer*. The arguments for included that the position requires a tremendous amount of time and work and the costs can be justified as marketing. The arguments against included the fact that it was not budgeted and the budget is already “tight”; that this sets a precedent for paying committee members for work done. Suggested compromises included reducing the stipend rate to \$2500 or having the Senior Editor write a letter of hardship for Trainers Meeting expenses.

After a short break, Dr. Lawhon announced that she was withdrawing her motion and Dr. McAnulty made a motion that the Senior Editor of the DO be required to attend the Trainers Meeting and as such the expenses of attending that meeting will be paid for by the NFI.

The question arose about what would happen if a future the Senior Editor were not a Trainer who is required to be at the meeting. Also, there was concern raised about this expense at a time when the budget is limited.

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

Voted: That the Senior Editor of the Developmental Observer be required to attend the NIDCAP Trainers Meeting, and as such, the expenses of attending the meeting will be covered by the NFI.

Strategic Plan

Mr. Wahl stressed the importance of being cautious with the budget. Though he reminded the Board that there is an additional \$50,000 to add to the budget. This brings the cash balance at the end of the year close to what was expected when the budget was proposed.

Mr. Wahl stated that the Strategic Plan gives focus and builds continuity. It also demonstrates to funders who the NFI is and of its future plans. He explained that what still remains unfinished are the specific timeframes for the specific tasks detailed in the Strategic Plan. He stated that he and Dr. McAnulty will be planning next year’s budget and that the tasks at hand are in keeping with the NFI’s resources. He informed the Board that if there are items not currently budgeted, these items could be included in upcoming proposals to funding agencies. He asked the Board to consider items in the plan essential for the NFI to address over the upcoming six months. The following suggestions were offered: NNCP as outlined and the revamping of the website (Dr. Als); fundraising (Dr. VandenBerg); continued support of NIDCAP center development and marketing (Dr. Helm); and family inclusion work (Dr. McAnulty).

Mr. Wahl stated that currently the Marketing budget does not include travel to funders. He also stated that most potential funders will be called by telephone and would not require financial support for travel.

In terms of the NNCP, Mr. Wahl raised the issue of fees. He stated that the reviewers going on site are invoicing for their fees. Although he understands the need for these fees, he suggested that in this year of hardship, the NFI establish a plan that may be more affordable such as \$1000/day. The specific fees involved would from the Criterion Scales development session and the upcoming site visit to WakeMed.

At 6:00 p.m. (EDT), the meeting was suspended for thirty minutes for Dr. Als, Dr. VandenBerg and Mr. Wahl to hold a conference call with the Pritzker Foundation. Ms. Youcha left the Board meeting at this time.

Continuation of the Strategic Plan

Mr. Wahl stated that what is essential for the organization to accomplish (e.g., NNCP, website, AAP, marketing and family involvement) must be prioritized. He stated that some of these have more costs associated with them than others. Further, he described one item in the Strategic Plan with high impact, though little cost, is to increase the number of training centers. He stressed that the accomplishment of the essentials must correlate with the finances. With regard to the NNCP, he believes that the committee has looked at projected costs and has a strong sense of where aspects can be “tightened up” with the possibility of mitigating the costs involved with the stipends. He asked what could be agreed upon as an acceptable professional fee. The Board discussed how best to address this issue. For example, should the fees be paid in full with individuals donating back a portion to the NFI or should the Board decide on a lower, reasonable fee. One Director stated that individuals who submit an invoice must be clear whether they can afford to receive less than the \$2000. Mr. Wahl stated that he would consult with the NFI’s accountant on the act of donating back to the NFI a portion of the fee. The Board is in agreement with the revamping of the fees and also with the plan to go ahead with the website development.

Dr. Helm suggested that perhaps it would be helpful to have an official Board action stating that the Board recognizes the need for economical spending at this time and will take action to reduce costs.

The Board decided that those submitting invoices for NNCP fees from the Criterion Scale development work and from the Camden site visit will invoice an amount less than the \$2000 if they are comfortable to so.

There being no further business upon motion, duly made and carried, the meeting was adjourned at 7:10 p.m. (EDT).



Deborah Buehler, PhD

Secretary

NIDCAP Federation International