



NIDCAP Federation International

changing the future for infants in intensive care

**Full Minutes of the Final Board Meeting of FY 2007 - 2008
Winston-Salem, North Carolina USA
Friday, 24 October 2008**

**Graylyn International Conference Center
Manor House, Seminar Room**

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

Staff: D. Wahl

The final meeting of the NFI Board of Directors, FY 2007-2008, was held at the Graylyn International Conference Center in Winston-Salem, North Carolina on Friday, 24 October 2008. Dr. Als called the meeting to order at 8:30 a.m. (EDT).

Dr. Als welcomed the Board to the meeting and reviewed the agenda.

Update on Full Meeting Minutes (Rockport, Massachusetts)

Upon motion duly made, seconded and carried it was unanimously

VOTED: To adopt the Full Meeting Minutes from the NFI Board Meetings, April 15 and 16, 2008, Rockport, Massachusetts, U.S.A.

Election of Officers

Dr. Helm reported that prior to the meeting, the current officers were asked if they would like to run for an additional term. They all accepted and he presented the slate of officers as follows: President: Heidelise Als; Vice President: gretchen Lawhon; Treasurer: Gloria McAnulty; Secretary: Deborah Buehler; Assistant Secretary: Sandra Kosta.

The election was held.

Upon motion duly made, seconded and carried it was unanimously

VOTED: To elect the slate of officers for the next year as presented: H. Als, President; g. Lawhon, Vice President; G. McAnulty, Treasurer, D. Buehler, Secretary; S. Kosta, Assistant Secretary.

Dr. Helm thanked the officers for their ongoing commitment to the NFI.

President's Annual Report to the Board

Noting that all votes are posted on the NIDCAP website, Dr. Als highlighted a few of the accomplishments from the previous year:

Board and Committee Changes

- The NFI expanded the Board by two Family Board Member positions and appointed Victoria Youcha, EdD and Tracy Price-Johnson, MA to fill these positions. Both individuals were featured in the Fall issue of the *Developmental Observer*.
- At the Rockport Board Meeting, April 2008, the Board voted to create an official Family Committee chaired by Ms. Price-Johnson.
- At this time, Dr. Youcha is on a leave due to a family illness and Ms. Price-Johnson was unable to attend this meeting due to her own medical concerns. Both have made a strong commitment to continue to serve on the Board of the NFI.
- The Board added a 12th Director to the Board and appointed Ms. Sandra Kosta to serve a three-year term.

NIDCAP Nursery Certification (NNCP)

Dr. Als reported that the NNCP has made major strides:

- The NNCP committee accepted St. Luke's Regional Medical Center as having met all the requirements for NFI NIDCAP Nursery certification. St. Luke's is in the process of planning an acknowledgement ceremony to be held during the second week of December 2008.
- A second pilot visit took place at the Mid-Atlantic NIDCAP Training Center resulting in the realization and clarification of what remains to be accomplished by the NNCP to be effective and productive.
- The third pilot site scheduled was postponed. The NNCP team approached the Board for more time to complete the Criterion Scales. The committee will re-approach WakeMed to be the third pilot site.
- The NNCP will be launched with a review structure including three site visit assessors per site.
- The Board agreed to structure an NNCP Steering Committee, a sub-finance committee and a marketing committee (although there was discussion as to whether an overall NFI Marketing Committee or an NNCP sub-committee should be established).

Several discussions ensued following Dr. Als' report on the NNCP:

Requested changes to the report

Dr. Lawhon pointed out inconsistencies in the report: (1) the first pilot occurred at St. Luke's Regional Medical Center and the second pilot is referred to as happening at the Mid-Atlantic NIDCAP Training Center (the wording should reflect the hospital name as opposed to the training center name); and (2) the wording implied that the first site visit was without issues while the description of the second site visit indicated issues encountered. Ms. Smith pointed out that the scales were changed between the first and second sites therefore creating some more challenges. Dr. Buehler commented that each site visit builds the process and reflects what we still need to understand. Dr. Als stated she would reformulate the report to reflect these observations.

Ms. Smith discussed NNCP sub-committees. Ms. Smith advocated for an overall NFI Marketing Committee to support the NNCP. Dr. McAnulty pointed out that there is no budget line item for an NFI Marketing Committee. Dr. Buehler stated that during a phone conference call, the Board decided to allow the NNCP to decide how to structure its committee, including its sub-committees. Dr. Lawhon suggested that the NFI organization is too small to have an overall Product and Services Committee as well as an NNCP Products and Services Sub-Committee. Mr. Wahl stated it would be best to have one overall NFI Marketing Committee to assure consistency across the appearance of all NFI products. Ms. Smith suggested there just is one overall NFI Finance Committee. Further, she

proposed that each of the NFI committees, including NNCP, designates a representative to communicate their respective finance piece to the overall Finance Committee. The Board discussed how all established committees must make NNCP a priority. Dr. Als agreed to reword her report to say that the NNCP at this time has no sub-committees. Ms. Smith suggested that perhaps it was just a matter of semantics; perhaps these “sub-committees” could be called “work groups” instead.

The Board decided that the NNCP would be a priority for the NFI Marketing Committee with Board oversight of decisions made. The Board further discussed how the NNCP’s marketing campaign is behind in its work; St. Luke’s will hold their celebration in December yet public relations materials are not available at this time. Dr. Buehler stated that marketing for the NNCP is so specific that perhaps it should be a sub-committee of the NNCP. Ms. Smith pointed out that marketing has been discussed for three years yet a brochure is not yet available. Marketing has become crucial for the NNCP since it will require marketing of its availability, as a “product”. Dr. Lawhon raised concern about considering the NNCP as “a product for sale”; rather she described it as an extension of training. Dr. Als stated that the training should be focused on changing the NICU system and the NNCP should focus on the verification and acknowledgment of nurseries integrations of NIDCAP training. Ms. Smith stated that at some point the NFI should encompass both training and product offerings. Hospital administrations view the NNCP as a product; therefore communication should proceed in terms they understand. Dr. Helm stated that the word “product” might not necessarily be the best way to describe the NNCP although it is a revenue generating process. All NIDCAP training occurs at the centers. We all recognize it is a process and acknowledgement of an achievement. Dr. Helm suggested that members of the Marketing and Finance Committees should be on the NNCP Committee to assist the process. NNCP fits into NFI in a different way than NIDCAP training.

Certificates and Logos

The NFI Board voted that the official NFI logo is the only logo to appear on NFI certificates. The only exceptions are logos that represent a training center’s hospital and/or institutional affiliation.

Developmental Observer Senior Editor and the Trainers Meeting

The Board decided that the Senior Editor of the Developmental Observer is required to attend the Annual NIDCAP Trainers Meeting, and therefore, the expenses of the Senior Editor’s attendance at the Annual NIDCAP Trainers Meeting will be paid by the NFI.

Director of Development and Administration

In December of 2007, Ms. Hopewell stepped down from her position as NFI Executive Director. At that time, the Board redefined the position and created a .5 FTE position of Director of Development and Administration. The title reflects the NFI’s priorities of fundraising and administration. Mr. David Wahl has filled the position since December of 2007. He introduced himself to the Membership in the *Developmental Observer*’s 2008 Spring issue.

Strategic Plan

The Strategic Plan was originally developed as a five-year plan for 2007- 2011. It was revised and finalized over this past year as a plan targeting the year’s 2008- 2012. An Executive Summary of this plan will be posted on the NFI website. The main program objectives of the plan are: 1) Certify nurseries; 2) Assure quality of training; 3) Add training centers; 4) Increase parent participation; and 5) Disseminate evidence.

Training Center Development

- Dr. Celeste Maguire moved into Inactive Status and her center, The Dutch NIDCAP Training Center of Leiden, closed.
- The NFI approved a new Trainer-in-Training, Ms. Natascia Bertocelli and a new NIDCAP Training Center in development at Modena University Hospital in Modena, Italy.
- The NFI approved a new APIB Trainer-in-Training, Dr. Joy Browne, with Dr. Buehler as APIB Master Trainer-in-Training and Dr. Als as Senior APIB Master Trainer.
- The NFI Board approved the new affiliation of the West Coast NIDCAP Training Center (formerly at Mills College) at the University of California; its name will be the West Coast NIDCAP and APIB Training Center at the University of California San Francisco School of Medicine, Department of Neonatology. Dr. VandenBerg is the Center's Director and Dr. Buehler is the Associate Director.
- Dr. Graciela Basso requested a new hospital affiliation for the Centro Latinoamericano NIDCAP. She applied to the NFI to accept her center's affiliation with the Juan A. Fernandez Hospital in Buenos Aires, Argentina. The Fundacion Dr. Miguel Margulies (Margulies Foundation) is currently sponsoring the training center; the chair of the Margulies Foundation, Dr. Voto, is also the Chair of the Maternal Child Department at the Fernandez Hospital. The Board approved the letter of application.

Dr. Als reported that there are now eleven committees:

1. Nominations, Elections and Appointments
2. Finance
3. Fundraising
4. Nursery Certification
5. Membership
6. Products and Services
7. Program
8. Quality Assurance (Sub-committees: Intellectual Property Protection and Certificates)
9. Communications
10. Family
11. Marketing

Upon motion duly made, seconded and carried it was unanimously

VOTED: To accept the President's Annual Report to the Board with changes (see below) as discussed.

Changes discussed as follows:

- To reflect that the great progress of the NIDCAP Nursery Certification Program (NNCP) with the first and second pilot site visits;
- To change Mid-Atlantic NIDCAP training Center to The Children's Regional Hospital at Cooper University Hospital;
- To change a detail on page 4 ("nine established NFI committees" to "eleven..."); and
- To eliminate three of the NNCP subcommittees (Finance, Marketing, and Products) and to define the NNCP as an NFI priority for the NFI committees of Finance, Marketing, and Products and Services.

Mr. Wahl agreed to create an Executive Summary of the Strategic Plan.

Director of Development and Administration Report

Mr. Wahl reminded the Board that he assumed his position in December 2007 and the first three months were spent in transition. Over the past six months, he has concentrated on stabilizing the infrastructure of

the NFI. He stated that since there is a stronger base from which to move forward now he will concentrate his efforts on developing resources.

Over the last six months, Mr. Wahl has accomplished the following:

- Secured continued funding from the current funding sources: The Bella Vista, Pritzker and A.L. Mailman Foundations. Progress reports were all due within the same three week period, three proposals were submitted within three weeks and a great deal was learned through the process;
- Tightened up the accounting and variance analysis. Since some of the accounting was done previously electronically and some was done by hand, all the necessary materials for computer processing were obtained;
- Reviewed and refined the strategic plan together with the Board;
- Reassessed the NNCP budget. Since sustainability is increasingly important to funding sources, the budget was reworked to coordinate with the actual operating budget;
- Worked with Dr. McAnulty to recalibrate the operating budget;
- Discussed the reorganization of plans/budget with the current funding sources; and
- Submitted several proposals in the form of Letter of Inquiry, over the past 30-40 days;

Mr. Wahl stated that he feels the NFI is approximately one month behind his expectation of the progress of the NFI's organization.

Upon motion duly made, seconded and carried it was unanimously

VOTED: To accept the Director of Development and Administration's Annual Report as presented.

Finance Committee Report

Dr. McAnulty, as Treasurer, distributed the Financial Report FY08 and the Proposed Budget FY09 to the Board.

Beginning with the current year's budget, Dr. McAnulty reported that the carry-forward from last year was \$233,162, the expected revenue was \$227,875 and the actual revenue was \$177,672, creating a negative variance of \$50,203. She explained that the approved versus actual line item variances were due to multiple reasons. She reviewed the line items in the *Revenues* category and pointed out that the large variance in the line item, *Grants*, was due to the mismatch of the NFI's fiscal year and the funding cycles of the NFI's current funding sources. Even though a set amount of money was expected from certain foundations, the entire award was not necessarily granted within FY08. Yet the full amount was calculated into the projected revenues for FY08 causing an overestimation of FY08 grant revenue. The large positive variance in *Donations* was due to the Buehler family donation.

The Approved vs. Actual *Expenses* were reported as follows:

Professional Services — Approved: \$76,600; Actual: \$83,261

(The variance of \$10,945 was due to the longer than anticipated overlap of Ms. Hopewell and Mr. Wahl in order to facilitate the transition. Accounting fees were less than anticipated.)

Products and Services — Approved: \$144,500; Actual: \$131,805

Operations — Approved: \$90,050; Actual: \$72,856

Total Expenses — Approved: \$311,150; Actual: \$287,922

Cash balance — Expected: \$149,887; Actual: \$122,912

Dr. Helm asked if the smaller carryover is a reflection of the NFI spending more than it generates. Mr. Wahl stated that clearly the NFI is spending more than its revenue. He and Dr. McAnulty have created a

much leaner budget for 2008-2009. He reassured the Board that there is no need for discussion as to how many years are left to operate.

Dr. McAnulty reported that the Proposed Budget FY09 attempts to give a more accurate reflection of real income and real expenditures. Revenues anticipated are as follows: \$12,420 in dues, \$27,600 in training center dues, \$55,000 in donations; \$110,000 in grants (the lower grant revenue numbers are offset by the Buehler family donation). Developmental Observer (DO) subscriptions are expected to bring in \$500. Dr. McAnulty indicated that the DO line item on the budget and in the budget justification should read “current and new” subscriptions.

The grant revenue expected was reported as follows: Pritzker Foundation—second installment of \$20,000; A.L. Mailman Foundation \$50,000 (the wording on the budget justification should read first and second installment); Bella Vista Foundation \$20,000; Pritzker \$20,000 (first installment of 2008-2009 award—this would be dependent upon a successful new proposal to the Pritzker Foundation). Mr. Wahl pointed out that the prospective grant funds from the *Letters of Inquiry (LOI)* that have been submitted are not reflected in this budget. He stated that they represent tens of thousands in grant funds and although the NFI will not be awarded everything requested, he anticipates some additional money being acquired through them.

The total anticipated revenue of \$205,520 plus a carry forward of \$122,912 creates a total operating budget of \$328,432.

Expenses anticipated were reported as follows:

Professional Services—\$51,600 for Director of Development and Administration; \$21,305 for website redesign; \$10,000 in legal expenses, for a total of \$82,305; and
Products and Services—\$5,000 for Trainers Meeting site support; \$6,000 for Trainers Meeting program support (includes some of this year’s program as well as what is anticipated for next year); \$22,000 for publications (includes the DO, sending the editor to trainers meeting and brochure costs); \$89,975 for the NIDCAP Nursery Certification Program. Dr. McAnulty pointed out that the separate budget for the NNCP reflects anticipated spending.

The Board reviewed and discussed the separate NNCP budget distributed by Dr. McAnulty. Dr. Als stated that the header should be revised to read *Criterion Scale Development* instead of *Template Scales*. Dr. Helm asked for clarification on the paid program director and there was some confusion as to how the NNCP’s Phase IV fits into the budget. Dr. McAnulty explained that the budget includes monies for a paid Program Director and a Senior Administrative Associate. It is projected that once the program is launched those positions will be paid from the revenues generated from the certification process. She clarified that the Phase IV figures featured on the NNCP budget are to be viewed as a projection. The figures are not included in the overall budget. The amount to be considered for the NNCP and voted on is \$89,975.

Dr. McAnulty summarized that the total *Expenses* (Professional Services: \$82,305 + Products & Services: \$123,475 + Operations: \$79,616) amounts to \$285,396 and when subtracted from the *Revenues* leaves a carry-forward balance of \$43,036.

Mr. Wahl pointed out that the carry-forward number is low. However, he asked the Board to consider that if the FY08 revenue figure had not been hyper-inflated (assumption was off by \$96,500), the FY08 cash balance would have been \$53,000 and then the “burn rate” is not as bad as it appears. He also reminded the Board that the grant source monies are underestimated in FY09 budget and dues will be collected at a better rate. He stated that the prospects are significantly stronger than the NFI has had in the past. There is

a wider variety of grant sources and the LOIs were tailored to the foundations' missions. Dr. Lawhon asked if it might be important to show prospective funders how much other sources are paying for the work being done by the Board, for instance she stated that her salary includes 20% of time spent on NFI work.

Upon motion duly made, seconded and carried it was unanimously

VOTED: To approve the FY09 budget with the modification that the nursery budget be considered separately.

Fundraising Committee Report

Dr. Vandenberg reported that Ms. Iris Krieg of the Pritzker Foundation scheduled a meeting with Mr. Wahl. Dr. Als, Dr. McAnulty and Mr. Wahl met with Ms. Krieg in Boston and discussed the NFI's current status and vision for the future. Dr. Vandenberg reported that all grants were received from current funding sources, the Bella Vista, A. L. Mailman and Pritzker foundations, as expected. She also reported that the Ronald McDonald House Charities declined to move forward with a proposal. Although they had advised a resubmission, they denied the second letter indicating it was submitted too soon after a previous denial. Mr. Wahl suggested that another NFI request be made in six months. Dr. Sheldon offered to make a presentation to Ronald McDonald House Charities representatives so that they are better informed as to the NFI's mission.

Dr. Vandenberg reported that there was a flurry of activity over the last month in terms of LOI writing. Letters were submitted to seven different foundations: Doris Duke Charitable Foundation (peer review process), Commonwealth Fund, H.J. Heinz Company Foundation (Healthy Baby Initiative), Arthur Vining Davis, TJX Foundation (emphasis on work with vulnerable children), Heinz Endowments, and W. K. Kellogg Foundation. The requested funds range from \$25,000 to \$225,000. Dr. Vandenberg reported that she reviewed recently the 25 wealthiest foundations in an effort to isolate potential funding sources. Two on the list may be potential funding sources for the NFI, the Kellogg Foundation and the Bill and Melinda Gates Foundation.

Mr. Wahl reported that for the most part the letters of inquiry propose: 1) support for the NNCP; 2) organizational development; and 3) individual foundation's orientation. Mr. Wahl further reported that at the end of the calendar year he would send several other LOIs. He hopes to have the opportunity to make presentations to some of the organizations. He pointed out that his written report included an accompanying document that illustrates foundations from which we receive funding, foundations from which we have requested funding with their funding cycles and their progress report deadlines.

Dr. Buehler asked about the letter writing campaign and whether it will occur again this year. Mr. Wahl pointed out that last year's campaign was designed to request donations for a specific project which then resulted in restricted funds. Since we did not receive enough money to accomplish the task outlined in the letter (i.e. the APIB audiovisual materials), Mr. Wahl thought we may have to write to those who donated money and inform them that we have not yet raised enough to cover those costs and/or ask them for permission to use the donations in a different way. He suggested conducting the letter writing campaign at a different time of year.

Upon motion duly made, seconded and carried it was unanimously

VOTED: To accept the Director of Development and Administration's Annual Report as presented.

The Board discussed whether all reports should be formally accepted by vote or just agreement. It was decided that they would be voted on formally. The Fundraising Committee Report was not accepted by vote so the Board then re-visited the report and held a formal vote.

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

Membership Committee Report

Dr. Helm reported that the NFI gained nine new professional members, three family members, and three student members bringing membership to a total of 98 professional members; 10 Student Members; six Family Members; and four Emeritus Members. The committee is planning to develop a family page for the new website, streamline the invoicing and recordkeeping processes, and create a membership list to be available on the new website. The main goal of the committee is to continue to increase the size of the membership. Dr. Helm asked trainers to encourage their trainees to become Student Members.

Upon motion duly made, seconded and carried it was unanimously VOTED: To accept the Membership Committee Report as presented.

Nominations Elections and Appointments Committee Report

Dr. Helm reported the successful recruitment and appointment of two new family members, Tracy Price Johnson, MA, with a three-year term, and Vicky Youcha, EdD, with a two-year term. The positions were designated as family representatives.

He reported that there would be an election for two Board Officers at the Membership meeting on Tuesday, October 28, 2008.

Upon motion duly made, seconded and carried it was unanimously VOTED: To accept the Nominations, Elections and Appointments Committee Report as presented.

Sub-Committee on Intellectual Property Protection Report

Dr. McNulty reported that in 2006, the NFI began the process of legal protection of its intellectual property. As of October 2008, the NFI has registered the NIDCAP as printed material in the U.S., including the word NIDCAP, the logo and the logo with NIDCAP.

The applications to register the word NIDCAP (i.e. name mark) in Canada, Argentina and those countries under the Madrid protocol were successful. However there was an issue in Sweden where the registration was rejected under the ruling that the word NIDCAP is considered a generic term and is therefore “un-registerable per se”. A second appeal is in the process.

Upon motion duly made, seconded and carried it was unanimously VOTED: To accept the Sub-Committee on Intellectual Property Report as presented.

Sub-Committee on Certificates Report

Ms. Kosta reported that the NFI is working toward standardization of the certificates across training centers. The process is moving along though it has been slower than expected due to some incompatibility issues between fonts and printers. As of October 2008, of the 16 training centers, nine centers have approved certificates, five centers are undergoing approval and two have yet to submit a certificate for approval. Of the five undergoing approval, two centers may obtain approval by the end of the Trainers Meeting when they will present their hard copies to Ms. Kosta for approval. A discussion began about the issue of whether or not the same exact paper must be used by all centers. Dr. Sizun brought up the issue of the European paper size being different and as a result the same paper may not be available. Ms. Kosta stated that other European centers have found the paper. She will determine where they obtained

the paper and inform Dr. Sizun. It is decided that all centers should be using the same paper in order to maintain quality and consistency across centers.

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

VOTED: To accept the Sub-Committee on NFI Certificates Report as presented.

12:00-1:00 p.m. Break for lunch

Executive Session (Closed Session)

The Board met without Mr. Wahl to discuss the accomplishments and evaluate Mr. Wahl in his position as Director of Development and Administration.

The discussion ended with a proposal to change the title of the position to Executive Director, a title that most closely reflects his duties and responsibilities.

Upon motion duly made, seconded and carried it was unanimously

VOTED: To change the title of Director of Development and Administration to that of Executive Director.

Mr. Wahl returned to the meeting at 1:35 p.m.

Planning and Interaction with Director of Development and Administration (Executive Director)

Dr. Als summarized the closed Executive Session discussion. She explained that the Board wishes to maintain and develop the effectiveness of communication. The Board recognized that Mr. Wahl is a major contributor of the Fundraising Committee and has worked diligently to ensure that it a team effort. The Board feels that he should be able to use his skills to initiate and explore resources for funding. The Board agreed that when fundraising letters and reports are written they should be cc'd to Dr. VandenBerg so that she, as Chair, is kept apprised of the fundraising status. Dr. Als informed him of the vote cast to change his title to Executive Director. She stated that as funding permits the position would increase to full time.

Mr. Wahl responded to the Board that he is confident that the day-to-day details and timeliness of communication will improve. He asked the Board to inform him of any issues or difficulties. He assured the Board that the NFI work is his work priority and that he feels privileged to be part of this group.

NIDCAP Nursery Certification Program (NNCP) Report

Ms. Smith reported on the progress of the NIDCAP Nursery Certification Program since the April 2008 Board meeting. She reported that much has been accomplished, and while she underestimated the time to complete the development phase, many of the ingredients are being finalized. She indicated that much was learned from both pilot sites. However, the time between the two site visits was so short information learned from the first site was only minimally integrated into the second site visit. She reported that the site review teams were committed to the process and helped the further refinement of the documents and suggested the creation of a crib sheet to assist scoring. The application process has been clarified. The criterion development work session in July went well. The Criterion Scales document is considerably further along yet remains in development. Ms. Smith expects the NNCP Work Session at the upcoming Trainers Meeting to help further refine the criterion document. She reported being nearly ready for the third pilot site visit.

Planning for a workshop designed to introduce the NNCP process at developmental meetings has begun. Conferences that have a focus on premature infants and on families will be targeted. Ms. Smith reported

that she presented a break out session in 2008 at the Contemporary Forums Conference in Denver, Colorado. The audience was large and had many questions.

Ms. Smith reported that the announcement for St. Luke's NIDCAP Nursery Certification Ceremony is forthcoming. The St. Luke's marketing department has contacted external marketing agencies and has been in contact with Mr. Wahl. The nursery is preparing to place announcements of their NNCP accomplishment in print media (e.g., journals).

Ms. Smith reported that an NNCP sub-committee structure was discussed during the August conference call as a way to increase communication and progress. Since it was decided earlier in this meeting that the NNCP should not have its own Finance and Marketing sub-committees, a reworking of the committee's structure will occur and perhaps workgroups will form to help increase communication and progress.

Dr. VandenBerg asked Ms. Smith what the next steps are for the NNCP program. Ms. Smith replied that the NNCP Committee would like to complete the program materials and begin the process of the third pilot site visit to Dr. Helm's nursery. She added that there was discussion about the possibility of adding a fourth day to the site visit to be used for preparing the site's evaluation and feedback. During the time the third site is preparing their review materials, the NNCP committee expects to work on developing workshops; with a goal to complete one or two workshops during 2009.

Dr. Helm asked for an estimated timeline for presenting the application materials to WakeMed. Dr. Als asked Dr. Helm how many months WakeMed needs to prepare for the application process. He replied that the site is currently undergoing staff changes. If there are areas the nursery staff needs guidance, the process may be prolonged. Dr. Helm stated that his site might need four to six months to work through the application. He said they are using the previous version of the *Criterion Scales* now so they are familiar with them. Dr. Helm stated that he would not approach his administration again about site visit dates until he has a firm timeline from the NNCP as to the completion of review documents. There was discussion about forwarding documents to Dr. Helm and his site as they become finalized to expedite the process. However, Dr. Helm stated he wishes to present the NNCP and its process to his hospital's leadership with entire set of application and review materials. Therefore, the finalized criterion manual needs to be completed. Dr. Helm reiterated that his site would need four months minimum, but six months would be ideal to work through the application materials in preparation of a site visit.

Dr. Sizun asked if it was possible that the NNCP could be tested at his site before the end of 2010. He stated that at the end of 2010, France would begin the new hospital certification process. Demonstration of having become a NIDCAP Certified Nursery would be very beneficial for both his hospital and for the National Health Agency. The Board discussed the feasibility of this proposal and determined that in order for it to occur, the documents will need to be translated into French and a translator for the site visitors would be necessary. It may be possible to accomplish the certification by the end of 2010 if Dr. Sizun and his team were to get the application at the same time as Dr. Helm. There was a discussion as to who would translate the documents. Dr. Als stated that they could be translated in the U.S., however, there are currently no funds available in the budget for translation. Dr. VandenBerg inquired whether they would need to be translated by a NIDCAP trained professional. Dr. Als replied that they could be translated by an official translation service and then proofed by a NIDCAP trained professional.

Dr. Sizun wondered, with all of the U.S. nurseries that there are to be certified, it is realistic to plan for European NNCP certifications. Dr. Helm asked if there were plans to develop more site visit teams. Ms. Smith explained that there would have to be some educational process developed to train reviewers; perhaps the team would be lead by a NIDCAP trainer. Dr. Als stated that there is a plan to develop

materials to train other site visitors. Dr. Helm stated that he feels that cultural differences may require modification of the criterion scales, but Dr. Als expressed her feeling that this would not be an issue.

Reviewing the NNCP committee report, Dr. Helm stated that he did not need to be listed as a NNCP committee member. Dr. Lawhon reported that she was always part of the committee however had not received any recent communications. She stated that if she is part of a committee, she should be part of the committee process. Dr. Als explained that the NNCP Committee moved into a Steering Committee process. Dr. Sheldon stated that the Steering Committee should relate information to the other committee members.

A discussion of how the Program Director and Senior Administrative Associate positions would be hired arose: would the Board hire staff; would the Board be the employer for these individuals for a particular amount of time; and would the individuals be contracted or employed by the Board. It was stated that Ms. Smith needs more time allotted for program development and needs an assistant to help the process move forward efficiently. She stated that additional money would help to pay her current assistant. Dr. Als asked if the Board understands that the Board will pay Ms. Smith to do the work of a Program Coordinator and asked if the Board expected that Ms. Smith would then hire an assistant. Questions arose as to how Ms. Smith would be paid for the position and whether she would be contracted for the work and if so would the NFI contract with her or with St. Luke's Regional Medical Center. Ms. Smith stated that she has discussed her proposed NNCP role with her administrator, however, the details have yet to be finalized. Dr. Als suggested that Ms. Smith and the Finance Committee formulate a plan and send it to the Board to review and then discuss at the conference call in November. Ms. Smith agreed to set up a meeting with her hospital's administration to discuss how payment would be arranged, however, she felt November was too soon have information to report to the Board. She may have a response by the December 16, 2008 conference call. Dr. Lawhon raised concern that the Board may be setting a precedent to pay Board members whenever a large project arises. She asked if St Luke's was approached and asked to donate 20% of Ms. Smith's time to the NNCP. Ms. Smith replied that was not likely to happen. Mr. Wahl stated he would develop a rationale for how we choose to fill this position.

Ms. Smith will edit the committee structure description in paragraph six of the NNCP Report. The NNCP committee members will await further information from the Steering Committee.

Upon motion duly made, seconded and carried it was unanimously VOTED: To accept, with changes as specified, the NNCP report.

Products & Services Report

Required Reading Lists

Dr. Lawhon updated the Board on the required readings list status. Over two years ago a sub-committee (K. VandenBerg, R. Hedlund and g. Lawhon) surveyed every NIDCAP trainer for their supplemental reading lists. The committee did this again over the last four to six months. The committee then went through all the lists of required and recommended readings and ended up with a list that Dr. Lawhon organized into a table and distributed at the meeting. She asked all Board members to review the list and recommend whether the readings should be part of the revised required readings list for NIDCAP training. Dr. Helm suggested that the invitation to review the list be extended to Master Trainers in order to include their opinions in the final list. The committee's plan is to gather the completed tables and present a final list to the QAC for approval. Dr. Buehler asked that the potential articles be sent electronically, if possible, before they make a decision. Dr. Lawhon will send the articles to those who wish to receive them. Dr. Buehler asked if there was a required list of readings for Trainers and it was decided that for now the committee would concentrate on the revision of the list for NIDCAP training. Dr. Lawhon agreed

to send out electronic versions to reviewers by November 1, 2008 and feedback is expected by December 1, 2008.

The APIB readings list was found to be complete and Dr. Lawhon reported that the committee is still planning to obtain PDF versions of all articles on that list.

NIDCAP reference library

Dr. Lawhon reported that additional articles are being added to the reference library with the goal to copy all articles into PDF files.

Newsletter update

Dr. Lawhon reported that Volume 2, Issue 2 of the *Developmental Observer* was published and mailed a couple of weeks prior to the meeting. She distributed a table that showed a breakdown of how many DOs were mailed within the US and abroad. She reported that the DO Committee has restructured its production timeline so that future issues will be received in January and July. The restructuring was done so as to avoid heavy editing and proofing over the summer months.

Summary of NIDCAP and APIB Training

Dr. Lawhon reported that she is working with the Quality Assurance Committee to create and establish a registry of trainees.

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

Program Committee Report

19th Annual NIDCAP Trainers Meeting

Dr. Lawhon reported on the current meeting as follows:

- A new design is being trialed for the Accomplishments Session. The reports of all trainers in training and training centers in development will occur under the session of the respective supervisory training center.
- The NFI Membership meeting was moved to Tuesday in an effort to prevent early departures. This new placement in the program will be reassessed after the meeting.
- Drs. Nils Bergman and Graciela Basso will give the main scientific presentations.
- The work sessions are to be run by Mr. Rodd Hedlund and Dr. Nikk Conneman.
- The research session was placed in an earlier position on the meeting schedule to allow meeting participants more time for discussion with each other and the presenters.
- The networking lunch is experimental and a determination will be made as to whether it will be continued in future years.

Preliminary Agenda for 20th NIDCAP Trainers Meeting

The 20th NIDCAP Trainers Meeting will be held October 3-5, 2009 and the proposed theme is *Reflection: Our Vision for Individualized Developmental Care*. Dr. Linda Gilkerson will be the main scientific speaker. Dr. Als will speak on the evolution of her work and developmental care with a preface by Dr. Browne on the power of one individual's vision. The work sessions will incorporate the meeting's theme as always. Dr. Lawhon proposed that perhaps NFI committee work could happen simultaneously with the work sessions although thus far this has been impossible due the number of committees some members serve.

Ideas for future meetings

- Sleep, in terms of neurophysiology and maturation, interaction with the environment, concern for adequate sleep for infants, parents, and staff.
- Looking at the continuity of the NIDCAP work and the IBAIP and FIRST Program;
- Third world countries and their needs;
- Mental health issues including family members and healthcare providers. Dr. Als suggested adding infants to the list.

Dr. Buehler suggested adding a 20-year retrospective of the group itself to the program of the anniversary meeting next year in Chicago. Dr. Lawhon nominated Drs..Buehler and Browne to lead that effort.

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

Quality Assurance Committee Report

Quality Assurance of Training

Dr. Als reported that the Quality Assurance Committee has formulated two new training policies as follows:

- QAT-I #001-020 Inactive Status: This policy applies to all levels of NIDCAP professionals and those in training who wish to suspend or postpone training. It was determined that a two year hiatus would cover most circumstances; should it be the case that at two years the individual is not ready to re-enter the training process, the individual may apply to the QAC, describe the unusual circumstances, and a decision will be made. The person in inactive status is still governed by the By-Laws of the NFI, continues to be a member and retains access to the Membership page, is expected to pay dues and attend the annual Trainers Meeting.
- QAT-CINAP (Certification of Inaugural NIDCAP and APIB Professionals). Dr. Als stated that the occurrence is familiar to those, who have been the first trainees at a newly established center; or a Trainer-in-Training at an already established center. The responsibility for the quality of the respective trainees always rests with the respective higher level Professional, rather than with the Professional, who is currently in training and aims to achieve the next level. Therefore, the first two (or inaugural) NIDCAP/APIB Professionals at any of the respective levels receive a Certificate of Training, which is signed by the Professional-in-Training as well as by the supervising Professional. In the majority of cases the Professional-in-Training is successful in achieving Certification at his or her own next level of Trainer status, in which case the Certificates issued to the successful trainees will be the Certificates of the Center of the newly certified Professional, who provided the training with guidance from the supervising Trainer. The supervising Trainer co-signs the certificate. In cases, however, when the Professional-in-Training fails to achieve Certification, the Certificate issued to the successful trainee will be the certificate of the respective supervising Professional. For specific examples see the QAT-CINAP.

Dr. Helm raised the concern that it is difficult to keep track of NIDCAP professionals once they are certified. Dr. Als proposed making NFI membership a requirement of those, who are NIDCAP certified and when a person moves out of that role the person must inform someone at a higher NIDCAP training level.

Updated Training Materials

Dr. Als stated that trainers should be using the binders as presented. Some materials are still in need of updating, however, several have been updated already and will be available on the NIDCAP website soon. Ms. Kosta will send an email to all trainers with the new documents.

The newly revised documents are as follows:

1. Profile of the Nursery Environment and Care Components (Template Manual): In the context of the NNCP it became obvious that this needed updating; three new scales have been added: taste, touch and the temperature stability. The authors of the template manual have been changed to reflect Ms. Karen Smith's contributions so she was added to the list of authors. The original authors include Dr.'s Buehler, Gilkerson and Als. Two additional co-authors were moved into the acknowledgement section (D. Demare and E. Feinberg).
2. NIDCAP Example (Robert): Robert's language has been updated. The version distributed at today's meeting has some typos, the corrected version will be sent via email and posted on NIDCAP website.
3. Guidelines and Suggestions for NIDCAP Trainees, NIDCAP Professionals, NIDCAP Trainer in Training, NIDCAP Trainers and Master Trainers as well as Center Directors: These guidelines contain an enormous amount of detail for trainers. Dr. Als urged trainers to use them and to translate them into their own language. Dr. Als stressed that if there are documents not downloadable to please contact Ms. Kosta for assistance.

Standardized Training Materials for NIDCAP and APIB

Dr. Als stated trainers should be using only the approved NIDCAP scan sheet and APIB score sheet, not a scanned or photocopied version. She reported that the search for the "Happy Apple" continues.

Quality Assurance of Training Materials in Different Languages

Dr. Als acknowledged that materials now exist in several different languages although they have not undergone a quality control check and therefore are still not available on the NIDCAP website. The verification of the proper translation will require a lot of resources and the committee is moving along as best as it can. It was suggested that a translation company be hired for the verification process.

APIB manual revision and APIB Training Materials

The APIB manual revision and APIB video production has been postponed.

Training Updates (APIB and NIDCAP)

- Ms. Smith successfully accomplished her APIB workday training.
- Dr. Kleberg is scheduled for further APIB Trainer-in-training work in November 2008.
- Ms. Gustafsson is expected to be certified as APIB Professional in November 2008.
- The Heidelberg, Germany group continues to work toward developing the first German NIDCAP Training Center. They have a long range plan.
- The Tubingen, Germany group has suspended all training efforts and no further training is planned at this time.

Training Binders

Dr. Als reported that efforts are underway to centralize the production of the training binders. Ms. Smith investigated the costs at her center. She estimated that the cost was \$24.95 per binder. She agreed to verify this bid and inform the Board.

Upon motion duly made, seconded and carried it was unanimously VOTED: To accept the Quality Assurance Committee Report as presented.

Communications Committee Report

Website

Dr. McAnulty reported that the Communications Committee maintained and updated the current NIDCAP website as needed, though most of its time over the last year was spent working on a new design to be

launched at the beginning of next year. The project is currently in Phase I which includes the redesign and building of the new site. The new design is available for viewing and Dr. McAnulty showed the Board how to access the new design. *Planeteria*, the web design company contracted by the NFI, will host the new web site.

Database

Dr. Helm reported that the Communications Committee has obtained estimates from *Planeteria* to build a database. The database currently exists in the form of a Microsoft Access file. Dr. Helm reported that the database is complete with data from four years ago up through this year. The old data is still incomplete and “dirty”. Many sites have yet to send their data to him. He communicated with Mr. Hedlund who is willing to review the data and clean it up. Dr. Als asked if Mr. Hedlund would organize data by center and then asks each center to supply the missing or questionable data. Dr. Helm offered an example of the problems that exist in the archival data: every one of the 580 trainees is listed as getting a demonstration however bedside introductions are not indicated. These 580 forms would have to be signed off by the respective trainer. He asked for guidance to decide whether it is worth fixing this issue knowing that the data would not ever be complete. Dr. Als suggested sending the data back to the trainers for clean up. A decision is made to go ahead and begin the clean up process. Dr. Helm will send each trainer data to be cleaned up and he will research the date that the Advanced Practicum became a requirement.

Dr. Helm reported that for this year’s Accomplishments Session, trainers were asked to submit their registration forms. He stated that he will announce that there will be a template going out on the Google listserv that will be a registry of trainees (Name, Discipline, Hospital, City, State, Country, Trainer, Work day date(s), AP date, Certification date).

The goals of the Communications Committee for the next six months were reported as follows: to complete Phase I of the web redesign; to transfer web hosting to *Planeteria*; to begin Phase II; and to complete cleaning up the training data.

Upon motion duly made, seconded and carried it was unanimously VOTED: To accept the Communications Committee Report as presented.

The discussion returned to the Google listserv and whether to make it a Members only listserv. The Board discussed the process of identifying those who are members and those who are not. Dr. Lawhon suggested that the Communications Committee be given the authority to make the change to the list.

Upon motion duly made, seconded and carried it was unanimously VOTED: To change the nidcap@googlegroups.com listserv to an NFI members-only listserv; and further, to give the authority to the Communications Committee to make this change and notify those non-members currently with access to the listserv.

New Agenda Points:

Dr. Als proposed that all NIDCAP trainees be required to become Student Members of the NFI; if the trainee or his or her center cannot pay the dues they may apply for hardship consideration. Thus, when training, the trainer must tell the trainee that it will cost another \$40.00 for membership dues. The advantage would be that the trainee would have access to the website to download training materials. Dr. Sizun stated, from the French perspective, it is not customary for trainees to pay for training and it would be difficult to tell them they must pay dues to gain access to an English website. Ms. Smith pointed out that many nurses would not be able to pay annual dues. Dr. Als stated that the site could pay in those instances. When contracting with a site, it could be presented in the “package”. Dr. Helm asked how this

policy would affect those sites where training has already begun under different terms. The policy would state that anyone beginning training as of a certain date would fall under these guidelines. Dr. Lawhon suggested developing a curriculum for a “refresher” day to be conducted on an annual basis, perhaps offering more of a benefit to paying annual dues. In the interest of time the Board decided to table the topic for the October 28, 2008 meeting.

AAP Status/Update

Dr. Sheldon presented his accomplishments in working towards meeting the requirements for an American Academy of Pediatrics Technical Report submission. He distributed copies of the guidelines for submitting a letter of intent. He expressed needing guidance on which articles are the top five NIDCAP or developmental care articles and he asked for collaborators. He stated that he has a draft of a letter that needs to be refined. Once the intent is submitted, one has two years to complete the process. He stated that since his clinical responsibilities are due to change over the next few months, he would soon have more time to dedicate to the effort. Dr. Sheldon asked the Board for volunteers to review articles and support him in this endeavor. He explained his use of a web-based lit search service QUOSA (can search and instantly download full page articles) to compile references. He stated that in addition to challenging and critiquing the existing meta-analyses, a meta-analysis of our own may need to be conducted. Drs. Imaizumi and Sheldon are currently working on this project. Drs. Lawhon, Als and VandenBerg offered to help review the literature.

Review of Rockport Meeting ‘To Do List’ (Appended).

The Board reviewed the Rockport Meeting “To Do: list. Please also see this meeting’s “To Do” list which includes those items not accomplished from the Rockport list.

A few of the “To Do’s” to be completed:

Dr. Lawhon assumed the responsibility to investigate which trainers have written contractual relationships with their trainees and ask those who do to send an example of their contract (in order for the board to develop a standard contract to be used in the future). This was formally on Dr. Als list of things to do.

Dr. Buehler and Ms. Kosta plan to extract the votes from all minutes and to create a document that includes only votes and that can be cross referenced to vote type, date of vote, meeting place, etc. They are exploring different software programs that will cross reference the votes.

Dr. Buehler has approached Dr. Browne about the status of the Edmonton NIDCAP center development and Dr. Browne told her that she would speak with Dr. Tyebkhan and let her know. Dr. Buehler reported that she has not heard the final word but that she hopes to find out during the Trainers Meeting and will then report to the Quality Assurance Committee.

Dr. Buehler reported that the brochure is still in production.

Ms. Smith reported that she explored the possibility of setting up online NIDCAP merchandise and training materials store and added that start-up funds are necessary to accomplish this task, since stock would need to be purchased up front. She will continue to explore this direction.

Mr. Wahl stated that he invoiced those NFI members who had not paid their membership. If payment is not received by the time this year’s invoices are mailed, those individuals will be invoiced for two years.

Attachment 2: Dr. Joy Browne’s Report on the NIDCAP Information Evening, April 23, 2008

Dr. Als reported that there may be a revision to this letter forthcoming, however, in the absence of this revision this version stands.

Unfinished Business

The Board will revisit the topic of instituting a policy requiring all NIDCAP trainees become Student Members of the NFI.

There being no further business upon motion, duly made and carried, the meeting was adjourned at 6:10 p.m. (EDT).



Deborah Buehler, PhD
Secretary
NIDCAP Federation International