



NIDCAP Federation International  
changing the future for infants in intensive care

**Mid-Year Board Meeting of FY 2008 - 2009  
Rockport, Massachusetts, USA  
Emerson Inn by the Sea  
April 22–23, 2009**

*Board Members Present: 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 Present: D. Wahl*

**Dr. Als opened the meeting at 8:30 a.m. on Wednesday, April 22, 2009.**

**Welcome and Review of Agenda**

Dr. Als welcomed the Board to Rockport, Massachusetts and gave a special welcome to Dr. Youcha and Ms. Price- Johnson who had taken leaves of absence due to serious family illness and personal health issues. She reviewed the agenda for the two day meeting.

**Update on Status of Full Meeting Notes**

Dr. Buehler informed the Board that six sets of Minutes were distributed. She explained that the Minutes to be voted on today are the Full Minutes of the Board meetings in Winston Salem, North Carolina (Friday, October 24 and Tuesday October 28, 2008), the Membership Meeting in Winston-Salem, NC (October 28, 2008), as well as the Minutes of the telephone conference call meeting on December 16, 2008. The other Minutes included in the packet are one day each from the Combrit, France, October 2007 Board Meetings and the Rockport, April 2008 meetings. She stated that she and Ms. Kosta will email the second day of both of those meetings shortly after returning from this meeting. There was a discussion about whether to post both the Full Minutes as well as the Rapid Minutes and whether it was necessary to generate the Rapid Minutes at all if the Full Minutes could be done in a more timely fashion. The consensus was that both Full and Rapid Minutes should be created and posted.

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

**VOTED:** To post the Full Meeting Minutes on the NFI website.

**Upon motion duly made, seconded and carried by majority**

**VOTED:** To post the Rapid Minutes after they have been adopted.

Ms. Kosta proposed to the Board that she be permitted to extend her stay at the meeting site by one day to prepare the Minutes in a timely fashion. She explained that having the day immediately following the meetings would allow her to reconstruct the actions and votes while the meeting was still fresh and to produce the Minutes with a short turn around time. The proposal included the Board covering the cost for one more night in the hotel and for food on this extra day. Dr. Youcha stated that it should not be stated as “mandatory that the Assistant Secretary” stay an extra day but that it be at her discretion.

**Upon motion duly made, seconded and carried by majority**

**VOTED:** To allow the Assistant Secretary the option, at her discretion, to stay an extra day at the Board Meeting venue to complete the Full Minutes and then extract the Rapid Minutes for distribution to the Board.

Dr. Youcha stated that the level of detail included in the Minutes should be an ongoing discussion.

Dr. Buehler brought the discussion back to the adoption of the Minutes from North Carolina as well as those from the December conference call meeting.

**Upon motion duly made, seconded and carried by majority**

**VOTED:** To adopt the Full Meeting Minutes from the NFI Board Meetings, Friday, October 24 and Tuesday October 28, 2008, Winston-Salem, North Carolina, U.S.A.; the Annual Membership Meeting, October 28, 2008, Winston-Salem and the telephone conference call Minutes, December 18, 2008.

The vote on the Full Minutes of the Combrit, France, 2007 and the Rockport, Massachusetts, U.S.A., April 2008 was postponed.

**Review of Winston-Salem Meeting ‘To Do List’**

Each Board member reported on the status of their *to-do* items from the Winston-Salem meeting:

*Dr. Als*

1) Dr. Als reported that she made the approved changes to the October 2008 President’s Report; 2) She explored the Li Ka Shing Foundation and discovered that there seems to be money available from the foundation, however, the projects must be China-based so she stated it is not applicable for the NFI at this time; 3) She formulated a policy around the topic of requiring trainees to become student members of the NFI and will present the policy during the QAC report; 4) She is available to assist Dr. Sheldon in reviewing literature for the American Academy of Pediatrics Technical Report submission when he is ready.

*Dr. Buehler*

1) Dr. Buehler stated that she made a plea to the NFI Membership for photographs to be used in NFI publications and will continue to do so. Dr. Helm informed her that he has a new source for photographs and video clips; 2) She reported that the NFI brochure is at the printer and she is awaiting a proof for review. She showed the Board a prototype of the brochure; 3) She and Ms. Kosta finalized and distributed the Rapid Minutes from Winston-Salem Board Meetings; 4) She and Ms. Kosta will complete the Minutes from the Brest and Rockport meetings prior to the next telephone conference call; and 5) She reported that the Edmonton team just recently had their research published and Dr. Juzer Tyebkhan is undergoing APiB training with Dr. Browne and herself.

*Dr. Helm*

1) Dr Helm reported that he has not yet confirmed the year of the Advanced Practicum (AP) requirement. Dr. Lawhon told him the date exists in one of the issues of the *Developmental Observer*. (After searching the *Developmental Observer*, Dr. Lawhon reported that the AP requirement went into effect in 1996 at the 7<sup>th</sup> Annual Trainers Meeting); and 2) He added the Elaboration of Conflict of Interest (voted May 2007) to the NFI By-Laws. They were inserted at the end of the By-Laws as the 2<sup>nd</sup> Amendment.

*Ms. Kosta*

1) Ms. Kosta reported that she revised the training documents presented in Dr. Als' QAC Report (October 2008) and she emailed the revised documents to all trainers; 2) She brought the Conflict of Interest Statement to this Board meeting and gave it to Ms. Price-Johnson and Dr. Youcha for their signatures; and 3) She reported that all of the committee reports from the North Carolina Board Meetings have been posted.

*Dr. Lawhon*

1) Dr. Lawhon reported that she has been in contact with Dr Barnard, and plans to explore her Bill and Melinda Gates Foundation connections within the next week or so; 2) She has worked on the draft for this year's Trainers Meeting Program and will describe the plans in detail during her report of the Program Committee; 3) She stated that for the 21<sup>st</sup> Annual Trainers Meeting, Dr. Conneman is deciding between two dates September 25-28 and October 2-5, 2010; 4) She stated that she too is available to assist Dr. Sheldon in reviewing literature for the American Academy of Pediatrics Technical Report submission when he is ready to begin the process; and 5) She reported that she has asked the Trainers for examples of their contractual arrangements and she has received two or three to date. She will continue to gather these contracts.

*Dr. McAnulty*

Dr. McAnulty reported that she, Ms. Smith and Mr. Wahl have discussed the details necessary to formulate a contract for the position of NNCP Director, however, a formal contract has not been formulated.

*Dr. Sheldon*

Dr. Sheldon reported that he continues to work on the Letter of Intent for the American Academy of Pediatrics Technical Report submission. He stated that he is reticent to begin the official submission process due to the two-year time block that it must be completed within otherwise the process begins again. A review of the literature must be done.

*Ms. Smith*

1) Ms. Smith stated that she would report on the NNCP Coordinator progress during the NNCP report; 2) She reported that she got a bid from OfficeMax for the training binder duplication. The cost per binder including the binder itself, the cover and spine sheets, the contents, and the dividers is as follows: NIDCAP Training Binder: \$11.30; APIB Training Binder: \$11.71, and the Training Center Development Binder: \$6.25. There is no minimum order required and the turnaround time is estimated at one week. OfficeMax will ship the binders anywhere. Ms. Smith will order a set of binders and then notify the Board of the quality of the production. Dr. Als asked whether the costs include the reproduction of the APIB sheets and Ms. Smith replied that the quote did not include those forms; and 4) Ms. Smith reported that she spoke with the marketing representative at her hospital about initiating an NFI "store" and was told that it would require approximately \$1000 to set up. It was suggested that the NFI use a company such as Land's End to sell clothing products. There is a set-up fee for the

embroidery of the logo (Ms. Smith was unsure of this amount) and then individuals would order straight from the company, Land's End, without having the NFI involved in the processing. Ms. Price-Johnson asked if a link to a company, such as Land's End, could be on the NIDCAP website and Ms. Smith replied that she thought that was a possibility. Ms. Youcha added that *Cafe Press* is another option to pursue for designing and selling mugs, bumper stickers, etc. since Land's End does not carry these products. Dr. Als asked if Ms. Smith would pursue these options. Ms. Smith will determine the set-up fee for Land's End, convey this to the Treasurer and make a determination as to whether to pursue this path for the NIDCAP clothing source.

*Mr. Wahl*

1) Mr. Wahl stated that in terms of reaching out to Members, Drs. Helm and Sheldon have made a great deal of progress; 2) He reported that the Membership list is reconciled; 3) He reported that the NNCP budget has been reviewed, however, there is no contract for the Coordinator position at this time; 4) He invoiced all NFI Members and will send out a reminder invoice shortly for members and/or centers that have not yet sent their payments. Of the 140 Members, approximately 85-90 have paid. Dr. Helm asked how many of the newer members have paid in a timely fashion and Mr. Wahl responded that there is a good rate of return. Further, he stated that the NFI had approximately 100 members, 14 months ago, and the growth of 40 members has made a difference to funders; 5) He stated that he has written a draft of the Executive Summary of the Strategic Plan and would like to make it "sharper and cleaner" for posting on the NIDCAP website. He agreed to have that completed within a week to ten days; 6) With regard to exploring funding sources for the translation of NIDCAP materials he explained that his approach to all funders includes support for marketing, an international component, and the NNCP; and 7) He has not reformulated the Annual Appeal due to this period of challenging economic times. He stated he might initiate this appeal in the Spring.

All Committee Chairs were reminded to send their committee reports to Ms Kosta.

The revision of the Required Reading List was a task that certain Board Members were asked to accomplish. Dr. Als expressed that she has not yet been able to accomplish this task. Dr. Lawhon stated that three Members did review the list and she will report further in her Products and Services Committee Report.

**President's Report to the Board**

Dr. Als reported that the monthly Board calls continue to be productive vehicles for successful communication of Board business. She stated that the NFI, like many other non-profit organizations, is experiencing increased difficulty with fundraising due to the global economic downturn. The Fundraising Committee will address this issue in more detail. She reported that there was one Board vote cast on December 16, 2008, to adopt the Rapid Minutes of the Board Meetings and the Membership Meeting Minutes from Winston-Salem, North Carolina. She reported that there are currently eleven committees. The Family Committee's work was delayed due to the Chair's prolonged illness and the other member's family illness, however the Board looks forward to the Family Committee's reactivation. She reported that the Marketing Committee remains without a Chair. She invited comments by the Board. With regard to the monthly meetings, Dr. Helm advised that the Board be aware of the purpose of these calls; if formal business is to be discussed the call should be designated as a formal meeting. He suggested looking ahead to determine whether some calls need to be designated as such.

**Upon motion duly made, seconded and carried it was unanimously VOTED: To accept the President's Report.**

**Report by the Executive Director**

Mr. Wahl stated that most of his activities over the last six months are subsumed in the Fundraising and Finance reports. He reiterated Dr. Als' earlier statement that it is a challenging time in terms of fundraising and believes this is all the more reason to solidify relationships with our primary funding sources. He reported that all three of the NFI's current foundation sources have agreed to continue funding the NFI. The Bella Vista Foundation will fund at a lower level than in past years due to their charter requirements of funding at lower levels after the initial financing. And though the Pritzker Foundation has moved beyond their original three year commitment, Mr. Wahl described Ms Iris Krieg as pleased with the NFI's progress, the Membership Report will include some of the next steps that she would like to see the NFI undertake. Mr. Wahl reported that the A.L. Mailman Foundation had planned to discontinue funding due to its own financial situation and a change in personnel where the NFI's information had not passed along within the Foundation. However, Mr. Wahl now reports a stronger relationship with Mailman's Executive Director and monies should be sent to the NFI this week. Mailman has also expressed their interest in entertaining further funding in the future. Mr. Wahl stated that he feels the Mailman Foundation has a strong investment in the NFI.

Mr. Wahl reported that the presentation materials used in fundraising have been improved.

Mr. Wahl reported that he and Dr. McAnulty have worked extensively on tightening the budget. He reported that more than 60% of non-profit organizations are going through similar budget refinements in order to sustain operations. He emphasized the importance of conveying to our funders our efforts and commitment to maintain a conservative budget during this time.

Mr. Wahl communicates with the funding agencies when and why the NFI's timelines have changed, in order to maintain good relationships.

Dr. Sizun asked how to extend fundraising to Europe. He stated that he is unsure about whether it is possible for European foundations to grant funding to US organizations and if so of any potential legal ramifications. He suggested that the Europeans should perhaps start their own foundation. Dr. Wahl stated that the definitions of non-profits in Europe are different from those in the US. He offered to speak with the NFI's legal counsel to gain more understanding and information on this topic. Dr. Sheldon suggested that this issue might require an attorney with expertise in International Law. Dr. Wahl stated that the NFI's attorneys might be able to provide preliminary information. Dr. McAnulty stated that it is the NFI attorneys who have dealt with the international-related trademark issues. Dr. Als asked that Dr. McAnulty and Mr. Wahl make an appointment with the NFI attorney from Nutter, McClennen and Fish, LLP.

**Upon motion duly made, seconded and carried it was unanimously Voted: To accept the Executive Director's Report.**

**Treasurer's Report – Mid-Year 2008-09**

Dr. McAnulty reported on the first half of the fiscal year (October 2008 – March 2009). She summarized the budget review: cash balance from FY07-08 was \$122,912; Revenue YTD: \$47,271; Total revenue YTD: \$170,183; Total Expenses YTD: \$76,599 (Prof. Services: \$36,859; Products/Services: \$14,204; Operations: \$26,536); and Cash balance YTD: \$93,584.

Mr. Wahl interjected the announcement that a private family donation of \$50,000 was received after this report was prepared and therefore was not reflected in the Treasurer's Report.

Dr. McNulty stated that the total projections are only a rough estimate. She reported that the NFI is spending a little under budget and that is mostly due to the NNCP not having expended their budget as of this date. She reported that most other categories are being spent at the expected rate. She pointed out the line item *Professional Fees - Website* (under Expenses) of \$16,922 as the amount the Communications Committee expects to expend in the remainder of the fiscal year.

Dr. Lawhon asked whether the zero balance in the donations Year-to-Date line was correct. Mr. Wahl stated that some donations had come in after the report's cut-off date of March 25<sup>th</sup>.

Dr. Sheldon asked whether the figures listed in the *Grants* line item are secured. Mr. Wahl's response was that only those grants are secured are represented.

Mr. Wahl stated that 18 center dues payments were expected this year for the 16 centers, two centers were paying for two years' worth of dues. He reported that 15 of the 18 payments have been made and both centers owing back payments have reimbursed.

Dr. Lawhon stated that she was under the impression that Board members were expected to make a donation of some kind and asked for clarification on the Board donation expectations. Dr. Als stated that the Board has not received any reminders and thus perhaps the lag in donations. Dr. Youcha asked for clarification as to whether the Board was expected to donate a given amount and was told that each Member may determine their donation amount. She stated that most boards make commitments to donate and it is important to be able to say to funders that the Board is committed. Mr. Wahl stated that donations usually come with the Annual Appeal. He stated that when he formulates the Letter of Appeal he would indicate that the Board is committed to donating annually. He plans an appeal mailing for late Spring.

Mr. Wahl pointed out that the projected cash balance for the end of FY08 was \$43,000 and the new projected balance is double that amount which is due to prudent budget work. Dr. Youcha voiced her concern about dipping into the cash balance to date of \$122,000 to pay expenses. Dr. Youcha stated she wishes to protect what is there and stressed that if we all make donations the amount increases.

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

### **Fundraising Committee Report**

Dr. VandenBerg reported that the total amount of grant funding secured so far this year is \$110,000 (\$50,000 from the Pritzker Foundation, \$50,000 from A.L. Mailman Foundation, and \$10,000 from the Bella Vista Foundation). Dr. VandenBerg reported that she recently had lunch with Ms. Mary Gregory, of Bella Vista, which is a stipulation of the funding in order that Bella Vista stay connected to the NFI's progress. Dr. VandenBerg told the Board of Ms. Gregory's continued interest in the topic of maternal depression and her desire to know if the NFI is addressing this issue. Dr. VandenBerg told the Board that she explained to Ms. Gregory that NIDCAP Training encompasses maternal depression. NIDCAP professionals are trained in how to handle emotional issues that arise within families. She explained that the progress of the new funding initiative is detailed in the written report. These initiatives include Mr. Wahl's efforts to contact foundations and/or submit Letters of Interest. The written report details the

reasons for denied funding. Dr. Vandenberg stated that the Bill and Melinda Gates Foundation was accepting applications for its *Grand Challenges Explorations* initiative. They are looking for “bold ideas from innovative thinkers to solve the greatest challenges in global health.” She stated that some examples of what they are currently funding include initiatives that address tuberculosis and malaria; however, she stated that the NFI should apply. The grant would supply \$100,000 per year for two years and those initiatives that prove strong enough at the end of the two years will be funded at \$1,000,000. Dr. Vandenberg asked Dr. Als to help formulate the two-page essay required for the application. Dr. Lawhon reminded the Board that she would contact Dr. Barnard regarding her connection to the Bill and Melinda Gates Foundation. She asked that she be included in any correspondence regarding this application submission. Dr. Lawhon stated that plans to speak with Dr. Barnard within one or two weeks.

Dr. Vandenberg asked Mr. Wahl to comment on other fundraising related issues: Mr. Wahl stated that there is an intersection between the interests of those foundations listed on the written report and the needs of the NFI. He reported that he has made many telephone calls, sent many Letters of Interest and made physical visits to many foundations. He explained that the *Additional Substantive Contacts* listed at the end of the Fundraising Report include contacts that he knows from his prior experiences with fundraising. He stated that many of these foundations are looking for systemic change and may not completely understand the NFI’s goals and process. While they are looking for statewide changes, he feels that the NNCP’s continued growth affords great opportunity to seek funding from these types of organizations. Being able to report that the NFI has already certified one nursery places the organization at a different level for funding. He stated that the Fundraising Committee would continue to pursue these foundations. Mr. Wahl further commented that most foundations are now focusing on their current clients and are not necessarily looking for new organizations to fund.

Dr. Youcha described the importance of cultivating long-term relationships when fundraising with foundations and individuals, especially in light of the current financial climate. She stated that she is aware that there has been some discussion about inviting prospective funders in the Chicago area to the Trainers Meeting to learn about NFI work. Dr. Youcha believes that is a productive idea and that it is important to be clear that NFI is not asking for money during this meeting though may be in the future. She stressed that the Board needs to consider ways to increase cost savings prior to requesting more funds. Dr. Vandenberg asked for input from the Board regarding this possibility of inviting funders to the Trainers Meeting and a long discussion ensued on the logistics. Dr. Als asked how best to convey the work of the NFI to these potential funders. Mr. Wahl suggested they be invited to attend the Overview of Accomplishments segment of the Trainers Meeting. Dr. Helm suggested planning a Friday night reception with the Board that may include poster displays that highlight the international as well as the American work. Dr. Youcha added that a short presentation of the NNCP and how that makes a difference could be beneficial. She emphasized the importance of conveying the “heart and soul” of the NFI so it would be important to invite them to sit in on the “real work” of the Trainers Meeting to capture the passion and commitment of the Training Center members. A breakfast slide presentation was suggested. There was discussion about whether the NFI would be responsible for the funder’s expenses. However, Mr. Wahl did not feel that was necessarily the case and will further explore this issue. The NFI’s current funders as well as some local (Chicago area) potential funders will be invited. The inclusion creates an opportunity for the current funders to receive acknowledgment from the NFI members. It was decided that plans for this event must be made very soon. Mr. Wahl stated that events should be structured in a way so as not to disturb the flow of the Trainers Meeting. There was further discussion on how to structure the funder’s experience, ideas included: the need to convey the real core and value of the work (Dr. Vandenberg); a reception with visual aids during an evening event or a

breakfast (Dr. Helm); creation of a sense of the core of the NFI's efforts, including the number of individuals trained over the years and NIDCAP's influence on NICUs (Mr. Wahl); and for a plan to be proposed by the Fundraising and Program Committees to the Board at a conference call or through email (Dr. Helm).

The Board discussed the development of a fundraising packet. Dr. Sheldon inquired whether the proposed slide presentation would be available to the Board to show others. Dr. Vandenberg stated that she planned to make it available. Dr. Buehler stated that it should have the NFI's aesthetic, as used by the *Developmental Observer* and the website. Dr. Youcha stated that when Board members make an approach for funding it carries a different weight with a different message than an approach from the Executive Director. Dr. Vandenberg stressed the importance of having an adaptable presentation that can be geared to different audiences. Dr. Buehler asked Dr. Vandenberg if she envisioned a core set of slides that would be available to those going out to approach funders. Ms. Price-Johnson asked what the fundraising packet currently includes. Dr. Vandenberg stated that at this time there isn't a formal packet. Mr. Wahl expressed his desire to have the information available as a visual presentation. Dr. Vandenberg asked Mr. Wahl for an estimate of how many of his contacts would be open to a presentation. He stated that he believed that virtually all of them would be. Mr. Wahl pointed out that a PowerPoint format presentation could be used to create a hard copy. Dr. Buehler stated that a core set of materials for fundraising could be developed, and then in addition, a number of items could be tailored to those they are approaching.

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

### **Membership Committee Report**

Dr. Helm reported that since the October meeting, Membership has increased by 31 Members (15 Professionals and 16 Students). Membership now totals 149 (116 Professional, 24 Student, 5 Family, and 4 Emeritus Members). He reported that the Google Listserve is now a "Members only" listserv. He stated that most of those on the listserv who were not members were interested in becoming members when asked. He sent an email to Trainers asking them to support their Trainees to become Student Members. He plans to determine the percentage of Trainees who are NFI Student Members. Dr. Helm reported that he and Mr. Wahl developed a method for processing the membership applications. He reported the goals of the Membership Committee as follows: (1) to work with those committees developing the website's Resources Page to ensure they meet the needs of the Membership; (2) to develop a listing of the Membership for the website; and (3) to continue to develop the Membership.

Dr. Helm asked that Membership Committee Report be accepted before moving on to the Membership Committee's proposal to the Board.

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

On behalf of the Membership Committee, Dr. Helm presented for Board approval a description of Emeritus Status to be added to the already established Membership Policy. He distributed the paragraph for the Board's review and feedback. The paragraph was proposed as follows:

*Emeritus status may be bestowed upon any retired individual who has made significant contributions to the NFI or the NIDCAP approach. One may be nominated for Emeritus status by a Director on the*

*Board of Directors, a NIDCAP Training Center Director or by a NIDCAP Trainer. Nominations are made to the NFI Membership Committee to be brought to the full Board for vote. Majority vote by members in attendance or via proxy vote is needed. Members with Emeritus status will receive full benefits of membership to the NFI. The requirement for dues will be suspended for life.*

Board recommendations included: (1) “individual” changed to “member” (The Board discussed having Member status prior to being designated as Emeritus Member. The proposed paragraph was written to be inclusive of a broad range of individuals. Dr. Als stated that it would be unorthodox for someone to be designated as Emeritus if they were not already a member of an organization. Dr. Lawhon thought that the language used confused Honorary Members with Emeritus Members. She stressed that Emeritus status should be bestowed on someone who has been a member and there should be a separate category for Honorary Members. Dr. Helm clarified that Emeritus Members are not invoiced, although some contribute, and do have voting privileges. Dr. Helm stated that the emeritus paragraph can be addressed now and he will submit an additional paragraph regarding Honorary Members at a later date. Dr. Als stated that the clause about “who has made significant contribution” should be removed. Dr. Lawhon disagreed as she feels it should not be automatic that everyone eventually moves to Emeritus status. Those who merit such status shall be the only ones who receive it so she feels the clause is appropriate. Dr. Helm proposed that this paragraph as edited (i.e., change “individual to member”) be added as an insert or an addendum to the current membership policy. Prior to vote, a short discussion ensued about whether it should be a separate policy and whether the Emeritus Members are exempt from NFI rules. It is decided that the paragraph will be part of the already established Membership Policy and that those bestowed emeritus status are bound by the rules of the NFI.

**Upon motion duly made, seconded and carried by majority**

**VOTED:** To addend to the Membership Policy the paragraph describing Emeritus status as presented and modified.

Dr. Lawhon asked the Membership Committee to draft a proposal for Honorary Members. Dr. Sheldon presented Dr. Helm with a draft to be proposed to the Board at a later date.

### **Products and Services Committee Report**

Prior to presenting her report, Dr. Lawhon asked if this was the appropriate time to address issues related to her Committee though not a part of the formal report. Dr. Youcha stated that since the reports are distributed in advance perhaps the allotted committee time at the meeting should be used to accept the reports and then bring up issues related to the committee. This issue was further discussed at the end of the committee report.

*Required Readings List*—Dr. Lawhon stated that the work on the Required Readings List has not progressed since October. However, the Committee will resume the task, make its recommendation to the Quality Assurance Committee, and then create an electronic version for distribution to all Board Members and NIDCAP Trainers. The APIB required readings would be included. Dr. Lawhon reported that three Members responded to the required readings task that was due January 1, 2009. The deadline for completion of this work has been adjusted to August 1, 2009.

*Reference Library*—Dr. Lawhon reported that this remains on the agenda with the goal to include as many as possible in an electronic version.

*Newsletter Update*—Dr. Lawhon reported that Volume 3, Number 1 of the *Developmental Observer* has been distributed and is available on the NIDCAP website. The next issue is due in July or August 2009. Dr. Lawhon stated that she understood that there was concern about DO expenditures and assumes that the ED and Treasurer will discuss those issues with the DO's editorial staff.

Dr. Lawhon discussed that there are a number of activities being conducted by Board Members that fall under the umbrella of the Products and Services Committee (i.e., the NIDCAP brochure and the creation of the NFI store). She suggested that the Board work to reorganize some of these activities and committees. She clarified that committee chairs do not need to have direct involvement in all of the activities within their committees though feels that the lines of responsibility should be more clearly delineated. She also described that those activities that she does report on may not necessarily fit the description of the Products and Services Committee name. She suggested that these activities may fall under different committees or perhaps the committee name itself should change. The Board discussed the other activities underway (i.e., binder production, pins and award production) that may need to be reassigned to a new committee. It was suggested that Mr. Wahl examine each committee and its description and activities to determine whether reassignments should be made, new committees formed and/or definitions adjusted.

Dr. Als asked Dr. Lawhon to extend the deadline for the Required Reading List of readings to October 1, 2009.

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

**VOTED:** To accept the Products and Services Committee Report with the deadline date for the review of the Required Reading List changed to October 1, 2009.

### **Program Committee Report**

Dr. Lawhon distributed a summary of the evaluations of the 19<sup>th</sup> Annual Trainers Meeting. She explained that the evaluations are very helpful for planning future programs and created this summary to assist meeting planning.

#### *The 20<sup>th</sup> Annual NIDCAP Trainers Meeting*

Dr. Lawhon reported that the theme for the meeting is “Reflection: Our Vision for Individualized Developmental Care”. There will be an introductory presentation given by Dr. Joy Browne. Dr. Als will present “A Vision for Individualized Developmental Care”. Dr. Linda Gilkerson has agreed to present at the meeting, her presentation's title is being developed. Dr. Lawhon reported that there is a possibility of Dr. Sari Ferber giving a lecture on co-regulation and neurobehavioral models. The issue of whether to consider her an invited speaker and thus cover her meeting costs was addressed briefly. Dr. Lawhon clarified that Dr. Als will not be paid and Dr. Gilkerson will be offered an honorarium. Dr. Lawhon reported that the review of last year's NFI annual meeting resulted in a tie vote on the organization of the meeting on the last day. She asked the Board to consider where the NNCP session should be placed.

Dr. Buehler raised the issue of the tension experienced around the campaigning for the NFI Board election at last year's meeting. Dr. Als reminded the Board that Dr. Joy Browne asked that the Membership be notified earlier in the year of the number of seats available and the names of those Board Members up for re-election. Dr. Helm stated this issue will be addressed later in the meeting.

Dr. Lawhon asked the Board their opinion regarding adding a session for NFI committees to the Trainers Meeting. Some members expressed their concern that committee sessions may take away from

the group activities of the Trainers Meeting. Dr. Lawhon suggested these meetings be: open to all meeting participants; held from 10:30 a.m. to 12:00 noon; and structured for attendees to choose between concurrent committee sessions. Dr. Youcha pointed out that it might be a great way to get Trainers involved in NFI activities. Dr. Lawhon will send an email to each Committee Chair asking if they might wish to schedule one of these sessions. Dr. Youcha suggested that there be two committee sessions to choose from.

#### *The 21<sup>st</sup> Annual NIDCAP Trainers Meeting*

Dr. Lawhon reported that the 2010 meeting date has not been confirmed, however, there are two possible dates being considered: September 25-28 and October 2-5, 2010. The theme of the meeting will be sleep.

#### *Preliminary Ideas for Future Meetings*

The following ideas for topics of future meetings have been proposed for the coming years: Continuity of the NIDCAP work and the Infant Behavioral Assessment (IBA); NIDCAP and third world countries; mental health issues; end of life and palliative care; change theory; collaborative processes; and international perspectives on infant care after discharge from NICU. Dr. Lawhon stated that the theme is usually decided with the host in mind. She asked the Board for their input on these suggestions. In terms of the IBA, Dr. Lawhon stated that a fair amount of IBA work has been done, particularly in the Netherlands, and this could be a workshop session at next year's meeting. She stated that the evaluations from last year indicated strong feelings about the end of life and palliative issues and perhaps this could be included in the year that features a mental health theme.

Dr. Sizun expressed his concern over cost of the meeting; He explained that because of cost reductions at his hospital, the administration is more rigid with reimbursement of meeting costs. Set amounts for reimbursement of food and lodging expenses have been established (i.e., 15 euro for lunch, 60 euro per night's accommodation). The other issue may be nursery staff morale is in danger of dropping at his hospital. With a five per cent decrease in staff, it may be hard to justify sending some staff to "an expensive meeting" in the US. Dr. Als stated that it might have to be a meeting where key Training Center members attend and bring back the information from the meeting to their sites.

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

**Voted: To accept the Program Committee Report as presented.**

#### **Quality Assurance Committee (QAC) Report**

*Unfinished QAC Business:* Dr. Als reported that a translation company approved Spanish translations of the NIDCAP documents. The company did not feel they could improve upon them. The APIB Manual revision has been put on hold and the source for the Happy Apples remain unavailable.

*Training Updates:* 1) Ms. Smith in her capacity as APIB Trainer-in-Training has continued to work with APIB trainees and NIDCAP Trainers-in-Training, Ms. Unni Tomren and Ms. Liv Ellen Helseth in Alesund. Certification is anticipated at the next visit to Alesund; 2) Dr. Kleberg has chosen to terminate her APIB Trainer Certification process. Her APIB trainees has been reassigned to Drs. Buehler and Als; 3) Ms. Ann-Sofie Gustafson, RN achieved APIB reliability with Dr. Als in November; 4) The QAC received a Trainer-in-Training application from Sylvie Minguy, RN of Brest, France. The QAC has reviewed these materials and will make the recommendation to the Board to accept; 5) Dorothy Vittner, RN, MSN has applied to become an APIB Trainer in Training. (Ms. Vittner qualifies as Senior Trainer) The QAC has reviewed her materials and recommends to the Board acceptance of her application. 6)

Graciela Basso, MD was approved by the Board on a conference call to become an APIB Trainer-in-Training. Dr. Als will be her Master Trainer and Josef Perapoch, MD (Barcelona, Spain) and Maria Maestro, MD (Madrid, Spain) her trainees.

Dr. Als asked for the Board's consideration of the applications of Ms. Sylvie Minguy and Ms. Dorothy Vittner. There was no discussion and both applications were approved.

*Two New QAC Policies: 1) Quality Assurance Policy for Training governing NFI Student Membership for NIDCAP Professionals in Training (QAT-ITSM); 2) Quality Assurance Policy for Training governing NFI Professional Membership for NFI Certified NIDCAP Professionals (QAT-CPPM)*

Dr. Als stated that the QAC was charged with formulating policies regarding NIDCAP and APIB Professionals-in-Training and NFI membership status. And to do so, she developed two policies and introduced them to the Board.

#### *QAT-ITSM*

Dr. Als explained that the *QAT-ITSM* policy describes the Trainer's responsibility to broach the topic of membership with Trainees. She specified that as of October 1, 2009 those entering NIDCAP/APIB Professional Trainee status are to be designated NFI Student Members and therewith have access to the NFI website's Membership page and all training documents. Dr. Als explained that in cases of undue hardship there would be a review by the QAC for dues reduction and/or payment plan establishment. A Director asked whether the Quality Assurance or Finance Committees should review the hardship issue. Dr. Helm stated that the Membership Committee should be informed of hardship cases as well.

#### *QAT-CPPM*

Dr. Als stated that it is a Trainer's duty to inform their Trainees that upon achieving NIDCAP professional certification the newly certified Professional will become a Professional Member of the NFI. Dr. Helm pointed out that the policy reads that it applies to current NIDCAP Professional trainees and he referred to the last line. Dr. Als stated that those who are already certified might only be invited to join. If you achieve your certification as of October 1, 2009 and beyond your trainer has the obligation to inform you that you are becoming a member in good standing of the NFI. Dr. Helm stated that the last sentence should be reworded to indicate that the policy applies to those currently in training as of October 1, 2009. Dr. Als pointed out that all NIDCAP Professionals who completed an AP qualify to become members but those who are not active must be invited to become members. Dr. Lawhon stated that it is relatively easy to enforce the policy with trainees, however, not with NIDCAP Professionals. Dr. Als reported that unless one pays dues one is not a NIDCAP Professional in good standing. The Board then discussed possibilities for enforcement. One suggestion was to withhold certification until the NIDCAP Professional joins the NFI. Dr. Helm explained that the Member Services page password is currently set up so that all members receive the same password at the time of payment and those in training will have already been supplied with the password and will have access to the information unless the password changes globally. Dr. Sizun raised his concern about forcing individuals to become members. He stated that from his French perspective, he would rather see the NFI demonstrate an open policy and attract individuals to join in a different way. Suggestions for how to help the NFI be more inviting for Europeans to join were made as follows: link European NIDCAP sites with the NFI sites; organize meetings in Europe sponsored by the NFI. Dr. Als stated that she would like to see one site ([www.nidcap.org](http://www.nidcap.org)) available in different languages as opposed to having many different NIDCAP sites that are linked to one another. Dr. VandenBerg asked what it would take to have other languages available on the website. Dr. Als stated that it is a matter of resources. She stated that the site

could be translated into Spanish most easily. She stressed that momentum for the group to grow may be lost while waiting for all of these components to be put in place. Ms. Smith asked if a list of members could be posted on the web and suggested this as a way to attract others to join. Dr. Youcha suggested tapping into the social media networks, such as Facebook and LinkedIn. She has determined that there are NIDCAP groups established on these networks. She pointed out that in this technological age password protected documents are not as protected as one may wish or believe. Individuals may share information in other ways. Dr. Youcha stated that not using the social media networks to the NFI's benefit is a missed opportunity and that it is a positive environment in which to share information. Dr. Als pointed out that if someone were serious about becoming a NIDCAP Professional they would need a Trainer to work with them and the Members page becomes an invaluable resource. Dr. Helm reiterated that the documents on the site are shared anyway and he supports openness. Dr. Youcha suggested consulting with someone who is familiar with intellectual property and the social networking websites.

Dr. Als asked if there are any other comments about the two new QATs. Dr. Helm raised the question again about whether to encourage or require people to join. Ms. Smith asked how other Trainers plan to handle this policy. Dr. VandenBerg suggested that Student Membership be included as part of one's training fees.

Dr. Als asked that the QAC Report be voted on without consideration of the new policies and that the policies be voted on separately.

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

**Voted:** To accept the Quality Assurance Committee Report with exception of the new policies proposed.

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

**Voted:** To adopt the Quality Assurance Policy for Training governing NFI Student Membership for NIDCAP Professionals in Training (QAT-ITSM) to take effect October 1, 2009.

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

**Voted:** To adopt the Quality Assurance Policy for Training governing NFI Professional Membership for NFI Certified NIDCAP Professionals (QAT-CPPM) to take effect October 1, 2009.

Dr. Lawhon added that she just received a letter from Ms. Deana DeMare informing her that she was moving into inactive status.

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

**Voted:** To accept the Quality Assurance Committee Report with exception of the new policies proposed.

**Intellectual Property Sub-Committee Report**

Dr. McNulty reported that the primary responsibility of the Intellectual Property Sub-Committee (e.g. to register the NFI trademark, logo, word NIDCAP, etc.) has been completed. Internationally, the word mark (NIDCAP) has achieved registration status in Argentina, Canada and the Madrid Protocol countries (The European Union, China, Norway, Poland, Portugal and Romania). Dr. McNulty stated that the registration denial in Sweden has been resolved and the name is now registered there as well. She stated that the NFI's attorneys would notify the NFI when registration renewal is necessary. Dr.

VandenBerg asked if there may be other countries that will emerge as needing the same legal protection. A Board Member suggested that registration in Japan should be explored.

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

**VOTED:** To accept the Sub-Committee on Intellectual Property Report as presented.

### **NFI Certificates Sub-Committee Report**

Ms. Kosta reported that certificate production and approval has progressed well since the last meeting in October. A total of 13 centers have approved certificates. The Sooner NIDCAP Training Center has received approval for their electronic version and the committee is awaiting submission of a hard copy for final approval. The University of Illinois Medical Center at Chicago NIDCAP Training Center is in the process of creating their certificates. And there has been no communication from the UK NIDCAP Training Center around their certificates. Ms. Kosta reported that the issue that existed for some European centers regarding inability to acquire the standard parchment paper has been resolved by having the certificates of those particular centers printed at the National NIDCAP Training Center.

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

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

### **Communications Committee Report**

#### *Website*

Ms. Kosta reported that the Communications Committee spent much of the last six months working with Planeteria, Inc. to redesign the NFI website. She reported that Phase I of the design has been completed and the site launched on April 20, 2009. The new website displays a “cutting edge” design and incorporates photographs representing infants being cared for in NIDCAP Training Centers around the world. Also included are quotes from trainers, parents, and physicians. She explained that the new design includes a custom content management tool that allows the Communications Committee to update certain sections of the website themselves. This feature allows for more efficient updates of crucial information as well as offers a cost savings element to the design as well. Ms. Kosta and Dr. McAnulty connected to the internet during the meeting and walked the Board through all of the pages of the new website. The main pages include *Home, About Us, NIDCAP Training, NIDCAP Nursery, Membership, News, Resources, and FAQ*. The new website includes a *Find It Fast* button which allows for quick access to the *Developmental Observer, How to Donate, the Program Guide* and the *Trainers Meeting*.

#### *Database*

Dr. Helm reported that the training data from September 2007 to September 2008 would be added to the Access database next week. Efforts to “clean up” the historical data were slowed due to a change in personnel. Dr. Helm reported that he plans to extract all the addresses of those who are certified in order to send out an appeal to current Members. The Communications Committee will begin work with Planeteria to institute Phase II of the website design which includes the database construction.

Dr. Helm explained that there has been discussion about creating a NIDCAP Training Tracking Form to track those who are currently in training. There is currently no system in place to track training. Dr. Helm stated that he would continue to work on the development of a prototype of this form, to help in answering such questions such as how long it takes to achieve certification. Dr. Helm reported that he is at the stage of determining whether to go ahead with the form’s creation or wait until the information can be integrated into the formal database.

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

### **Nominations, Elections, and Appointments Committee Report**

Dr. Helm reported no activity since the October 2008 meeting. He reported the anticipated activity for October 2009 to include conducting the annual election for Board Officers and the election for the open positions on the Board. It was requested at last year's Annual Meeting that the Membership be notified earlier of the number of seats open. Dr. Helm stated that there are two Board positions open (his seat and Dr. Youcha's). Dr. Helm's written and distributed report indicates only one position will be open. He will make the correction and send a revised report for web posting.

Dr. Vandenberg inquired whether there would be an adjustment to Dr. Youcha's term given her leave of absence. Dr. Helm replied that the Board did discuss the possibility of changing Dr. Youcha's term end date. Dr. Helm explained that when the three newest members were elected the terms were staggered. Dr. Helm proposed that the NEA Committee discuss the options with Dr. Youcha and then bring the proposal to the Board at the next telephone Board conference call.

The topic was raised of whether the NEA Committee might develop guidelines around campaigning at the Trainers Meeting. Dr. Als stated that what she found most helpful in last year's election were the candidate's statements sent by email prior to the meeting. Ms. Price Johnson asked for a description of the nomination process. Dr. Helm explained that he notifies the Membership about the position openings and then follows up with a request for nominations. At the Annual Meeting the floor is opened for nominations prior to the election. Dr. Sheldon added that the Membership is advised to plan ahead in the event they are elected to the position for their required attendance at the first Board meeting of the next fiscal year, which at this time is held on the last day of the Trainers Meeting. Dr. Helm stated that one has to be present at the Membership Meeting as well as available to attend the Tuesday Board Meeting that follows the Trainers Meeting. For the benefit of the two Family Members he described the make-up of the Board: five Founding Members that are reappointed by the Board; five Members that are elected by the Membership; and two Members, elected by the Membership and designated as Family Representatives on the Board. Dr. Youcha and others stated that they would like to see the development of some campaign guidelines. She suggested sending statements of interest by email; and suggested that the website feature a description of the candidates and their statements. Dr. Sheldon cautioned against infringing upon free speech.

The Board began a discussion of whether to conduct the election before the meeting so as to have a full Membership vote. Dr. Helm stated that having an election of this sort would require a By-Law change. An election completed prior to the meeting would be done electronically. Dr. Buehler raised the issue that a vote by email would not be confidential. It is determined that the new method for voting will be developed at this year's Annual Meeting and implemented at next year's meeting. The NEA Committee will present a proposal to the Board and the Membership in the fall. Ms. Smith stated that an absentee ballot should be made available.

**Upon motion duly made, seconded and carried it was unanimously Voted: To accept the Nominations, Elections and Appointments Committee as amended (including the changes in date and number of Directors up for election).**

### **Goals, Roles and Next Steps of the Family Committee**

Ms. Price-Johnson reported that she and Dr. Youcha have some ideas of how they can function in a broader sense. They want to more fully include the other five Family Members of the NFI. Dr. Youcha imagines a “meeting place” online where families can meet and expand their outreach. They stated that if family members were included in any of the meetings they’d like to have some sessions that are distinct to their needs. Ms. Price-Johnson reported that she and Dr. Youcha are contributing to the next issue of the *Developmental Observer*. Ms. Price-Johnson is working on an article describing family rounding in the newborn intensive care nursery. She has also been working on a survey that addresses family presence in the NICU. In her hospital there have been many barriers to families being present during rounding with eleven different policies for families each dependent upon time of admission and/or which nurse they were assigned. Ms. Price-Johnson is working to establish one succinct policy.

Dr. Youcha stated that they felt it would be good start with something specific such as the survey and family rounding. They discussed making connections with family members through Facebook and LinkedIn, both of which are social media networks. Dr. Youcha views these social media sites as a good place to begin building family resources for the NFI. Dr. Lawhon suggested they make a request on NICU Listserve for information on formal rounding policies. Dr. Als suggested Ms. Silke Mader as a European resource because she leads a very active European parent group. Ms. Mader has asked if she could cross-link her site with the NFI’s site. Dr. Als will give Ms. Price-Johnson her name and email address.

Dr. Youcha asked the Board if they would like other parent groups listed as resources (e.g., premature infant’s families groups, etc.). She expressed the importance of having the resources monitored by a NIDCAP Professional and/or Trainer. Dr. Youcha stressed the importance of taking over the NIDCAP-related sites that have been created on Facebook and LinkedIn, however we would need permission. Dr. Youcha connected to the Internet and showed the Board the pages that already exist on NIDCAP. Ms. Price-Johnson emphasized her desire to make these pages more content driven. The Board had differing opinions on whether this direction is worthy to pursue at this time or if the efforts should be mainly concentrated on the NFI’s own website and resource pages.

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

**Voted: To accept the Family Committee Report as presented.**

### **Establishment of Leadership of the Marketing Committee**

Dr. Als stated that the Marketing Committee is currently without leadership. Its main charge will be to market the NNCP. Mr. Wahl and Dr. Youcha have expressed interest in being on the committee. Dr. Als reminded the Board that Board Members must chair committees. Mr. Wahl stated that he is willing to take an active role. Dr. Youcha stated she does not want to Chair the committee. The topic was tabled for discussion at a later time.

### **NIDCAP Nursery Certification Program Report**

*Application Materials and Criterion Scales:* Ms. Smith reported that the Criterion Scales were completed. She distributed a binder containing the Criterion Scales. She stated that this format might be used for the first few site visits but not necessarily for the long term. Ms. Smith also distributed a folder containing application materials. Ms. Smith reported that these documents have been edited. Further, Ms. Kosta has prepared a score sheet that can be used electronically as well as by hand. The committee is deciding on the design of a document that can be used at the bedside (i.e., a crib sheet). The committee’s intention is to design a package that incorporates the brochure and DO design.

*The pilot site visit to Camden:* Ms. Smith updated the Board on the status of the site visit to Camden. She reported that additional information was submitted to the NNCP for consideration by The Children's Regional Hospital at Cooper University Hospital and following review of the materials the committee has decided to recommend to the Board that Cooper be awarded NNCP certification. She added that the examples provided by Cooper were very impressive.

*The educational workshops on the NNCP:* Ms. Smith reported that the workshops are still in the planning process. A breakout session was presented at the Developmental Interventions Conference in Denver last year and was well attended. Ms. Smith reported that she continues to receive emails about the session. She reported that the NNCP is beginning to receive requests for application materials.

*Other NNCP topics:* Ms. Smith stated that the other topics that the steering committee has been working on, such as marketing, budget development, applicant site costs, etc., would be discussed at tomorrow's meeting.

There are two sites in Israel interested as well as one in Florida that are interested in moving forward with NIDCAP Nursery Certification. Dr. Als stated that the NICU in Brest has also expressed interest in NIDCAP Nursery Certification. She stated that the Brest site has translated the NIDCAP materials into French and may be able to also translate the Criterion Scales.

Dr. Als asked about whether the NNCP could do a workshop at this year's Contemporary Forums conference and Dr. VandenBerg stated that because of financial cut backs the number of speakers will be reduced.

Dr. Youcha asked if perhaps a meeting with National Association of Children's Hospitals and Related Institutions (NACHRI) should be arranged. It was suggested that Ms. Patricia Bondurant may be a connection to NACHRI.

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

### **NNCP Review Committee's Recommendation of The Children's Regional Hospital at Cooper University Hospital for NIDCAP Nursery Certification**

Dr. Als asked the committee to clarify the process used to arrive at their decision to recommend Cooper for NIDCAP Nursery Certification. Dr. Helm stated that the committee, upon review of Cooper's materials detailing the changes that had been made, felt that the submission provided enough evidence that a follow-up visit was not necessary. Dr. Sheldon indicated that the committee took a vote. Dr. Als asked if there is now a site review team process that can be used in future evaluations. Dr. Helm expressed his opinion that the process can not be formalized at this point in time. Ms. Smith stated that as the Review Committee determined that three site visit days and a fourth day for processing and integrating is necessary. Dr. Lawhon voiced her concern that two contradictory letters were sent to the Cooper site. The first one had no mention of a follow-up visit. She reported it was difficult for her site to integrate two letters because it appeared that they had come from two different perspectives. Dr. Als stated that these are the learning points of the pilot process. She stressed the importance of providing the site with timely feedback. Initially, a site should receive a preliminary note and then full feedback that comes from the Chair of the Review Committee summarizing their recommendation to the Board. Ms. Smith stated that the committee wishes Cooper to understand they are appreciative of their being a part of this learning process. Dr. Buehler suggested the development of a feedback form for the site

participants to evaluate the site review. Dr. Als stated that the Marketing Committee would be in touch with Cooper to organize a celebratory event.

**Upon motion duly made, seconded and carried it was by majority Voted:** To approve the NNCP Review Committee's Recommendation of the Newborn Intensive Care Unit at Children's Regional Hospital at Cooper University Hospital, Camden, New Jersey for NIDCAP Nursery Certification.

#### **Application Materials, Review and Next Steps**

Ms. Smith explained that the NNCP committee is currently determining the best way to "package" the NNCP materials. It was determined that a separate NNCP brochure will be developed and Dr. Buehler has discussed design and cost with Mr. Rob Catalano. Dr. Buehler has also consulted with Mr. Catalano on the design and costs of producing the other NNCP materials. She informed the Board that Mr. Catalano submitted a bid for the job. Dr. Buehler distributed the estimate to the Board for their review. His design estimate includes the presentation binder for: the Criterion Manual; an instructional insert on how to use the materials; Application Part 1; Certification Score Sheet; Certification Criterion Scales; Nursery Site Self Assessment; and Self-Assessment. The design cost for the application materials is \$4,294 which includes burning a CD with all materials, however, Dr. Buehler explained that also included in the estimate was the cost of stock photography which will not be necessary so \$300.00 can be deducted from the bid reviewed. Dr. Buehler explained that in addition to the design costs there are printing costs, for which Mr. Catalano submitted a separate bid. She reported that the cost estimate for printing 500 packets ranged from \$18,337 to \$19,727, depending on the type of presentation binder used. Dr. Buehler explained that she is just beginning to explore the costs and solicit other bids. Dr. Youcha asked if these costs were figured into marketing and Ms. Smith replied that a certain amount was set aside for marketing. The Board weighed the costs and the production quantity and discussed whether it would be necessary to produce 500 of them especially if the contents are due to change in any way prior to utilizing all 500. Dr. Youcha offered to ask the graphic designer she uses for printing suggestions. Dr. Buehler reported that she would begin work on an NNCP brochure.

**There being no further business upon motion, duly made, seconded and carried, Dr. Als adjourned the meeting at 5:02 p.m. (EDT)**

**Dr. Als called the second day of the meeting to order at 8:33 a.m. on Thursday, April 23, 2009.**

#### **Nursery Certification Program Report – Continued**

Ms. Smith stated that the workshop and marketing pieces should to be finalized in order to move forward with the NNCP. She reported that she approached the Red Sky public relations firm in Boise, Idaho, the group that handled the St. Luke's NIDCAP Nursery Certification ceremony. She requested a quote for marketing the NNCP. Ms. Smith stated that the Red Sky representative encouraged the use of electronic means to disseminate information, such as social media networks and ad placements within electronic journals. Ms. Smith distributed Red Sky's estimate to the Board. Red Sky emphasized with Ms. Smith the importance of determining the market to which a campaign will be focused.

Ms. Smith explained that another marketing idea is to develop materials to display at conferences. She stated that Ms. Hopewell had investigated this possibility in the past and estimated costs in the range of

\$900-\$2500 for a booth, which included a table and back wall display space. Dr. Als stated that the estimate for a tabletop poster was in the range of \$1750-\$3600. Ms. Hopewell estimated it would cost approximately \$20,000 to exhibit at eight conferences over a year, including exhibit fees and materials.

It was reiterated that the NFI needs a Marketing Committee that would focus on the NNCP's needs. Ms. Smith pointed out that it might not be practical to hire a PR firm whose base is in Idaho and suggested that the firm chosen be closer to either the Marketing Committee's or the NNCP Program Director's base.

Dr. Youcha praised Ms. Smith for the work she has done thus far and shared that she felt that Red Sky's fees seemed reasonable. Dr. Youcha shared that she had sought PR bids for a job and after two rounds of bids with several PR firms, hired a group that was three times the price of Red Sky's proposal. Dr. Als asked Ms. Smith if she explored the Red Sky website to get a better feel for what they have to offer. Ms. Smith replied that she worked with this company for the NNCP certification announcement and celebration but she added that these events didn't happen as she had envisioned.

Dr. Youcha stated that perhaps it was too early to enlist the services of a public relations firm, as there is still much that can be done by the Board itself. She suggested formulating a Request for Proposal (RFP) to generate bids and then move forward with the services of a PR firm when ready. She stated that although the booth idea is interesting, she feels it may be more cost-effective to present at the meetings. Dr. Als agreed that a presentation was a good idea, but well packaged materials are essential for such a presentation. Dr. Youcha suggested that directing people to the website for information through the social networking sites is a cost effective means of sharing information about the NNCP. Dr. Als suggested a mailing to all NICUs and Dr. Buehler suggested using the Developmental Observer mailing lists. Dr. Lawhon expressed concern about the timing of an announcement. The NNCP would have to be prepared to meet the demand once the announcement is made that applications are being accepted. Dr. Als stated that working on getting the materials to Dr. Helm for the last pilot site review would help move the process along. She envisioned being ready to accept applications by the beginning of 2010 (as soon as the third pilot visit is complete). In listening to all of the plans to spread the word through the internet, Dr. Sheldon stressed the importance of remembering that more than 50% of the population comes from a demographic that is not connected to the social media and internet world.

Mr. Wahl reiterated that at this stage in the development of the NNCP the Board is in a position to do much of the work without the aid of a PR firm. He recommended that perhaps a PR firm should be approached when the NNCP is in a better financial and organizational position.

Dr. Youcha stated that it behooves the NFI to write a short RFP (once the materials are in place) and target some markets from which to solicit bids. Mr. Wahl offered another possibility, which was to explore hiring individuals for the job as opposed to firms. Dr. Youcha suggested exploring the possibility of securing an interview with a radio station that may be doing special interest stories or stories related to healthcare. Ms. Price-Johnson added that cable TV stations are often looking for health related groups to interview.

Ms. Smith returned to Dr. Youcha's point regarding the booths. She stated that the workshops indeed require less money initially and require more of what our organization is accustomed to, i.e. PowerPoint presentations, training, brochures, etc. She added that hands on information on how to complete the self-survey could be made available also.

Dr. Youcha suggested that a standard format press release be written (either by Red Sky or some other PR person connected to one of the center affiliated hospitals) and suggested that each Board member make a list of some radio shows and cable TV programs that may be viable options for interviews.

Dr. Lawhon mentioned that the main celebrity spokesperson for her hospital is Ms. Kelly Ripa who was born at Cooper Hospital. Dr. McAnulty suggested that she explore the possibility of having Ms. Ripa attend the NNCP award celebration at Cooper Hospital and Dr. Lawhon agreed.

Ms. Smith stated that the new website will be a huge asset but we should look at the electronic journals (i.e. hospital leadership journals and nursing journals) for placing ads about the NNCP.

Dr. Youcha mentioned that Google gives \$2000 grants to non-profit organizations in the form of “ad words”. The organization chooses the key words for NFI and whenever someone types in those keywords the link to the NFI would be displayed in the right-hand column of the search page. She stated that the Google grants are easy to apply for and she agreed to explore the application process.

The Board began a discussion about which meetings and conferences would serve as effective dissemination arenas for NIDCAP Nursery Certification information. Dr. Sizun suggested IDNIC as a key meeting especially because of its scientific basis. He added that all European NIDCAP professionals were in attendance at the last IDNIC meeting. He stated that IDNIC 4 will be more NIDCAP-based and will include professionals representing diverse opinions and disciplines. Dr. Lawhon suggested the Gravens Conference as well as the Hot Topics meeting. Dr. Sizun also suggested the meetings of the European Society for Pediatric Research. He stated that this organization is now more open varying approaches. Dr. Westrup was invited to present at last year’s meeting and Dr. Joy Browne is invited to speak this year. Dr. Sizun added that the business aspect of NNCP might not be well accepted. He explained that in France the healthcare culture is not the same as it is in the US, competition between hospitals does not exist in Europe. He suggested modifying the NNCP marketing strategy for Europe, perhaps a strategy with less of an emphasis on advertising. He stated that one of the criticisms of NIDCAP in Europe is that it is viewed as a business. Ms. Smith asked Dr. Sizun for an example of how a certification program introduces itself or is presented to its prospective recipients in France. He offered the example of the hematology certification that is awarded in France. He also offered to forward the website link for the Joint Accreditation Committee, a European accreditation organization. Dr. Sizun stated that in France the impact of certification on healthcare is being explored. He stated that the EU is very interested in how to develop the quality of care and safety of care in hospitals in Eastern Europe. He is working on workshops on this topic and on translational research. In Europe, the focus is on evidence based scientific aspects of healthcare rather than on business ones. Dr. Sizun agreed to be the European facilitation of the NNCP.

Dr. Buehler stated that with this perceived European tension over the business aspects of the NNCP perhaps the NFI is better served thinking of this process as communications rather than as marketing. Dr. Als agreed. Ms. Smith added that NIDCAP is in fact a way of communicating with the family.

Dr. Lawhon stated that certification is not the goal, whether a unit achieves certification or not, the value of the NNCP is working through the process. Dr. Als agreed that this is true of training, however, the certification validates a form of thinking and acting; it is a stepping-stone. Dr. Sheldon added that the process of certification includes nursery staff and families who not have been included in individual training and therefore reaches beyond what is achieved at the educational level. Dr. Helm stated that it is important for units to decide that they want to go through this process; therefore, the NFI must be

careful about the notion that it is “selling a product”. Dr. Sheldon stated that although there is talk about marketing to families they do not have much control over the hospital’s decisions.

Dr. Vandenberg asked about nurseries after their certification. Dr. Lawhon asked how we could use the certification to force the bigger picture and use it as leverage for what else needs to happen. Dr. Als stated that Nursery Certification is a vehicle for change and a vehicle to uphold the quality of care. If individuals fall back on less adaptive caregiving ways, the hospital and nursery leadership may remind the staff that the unit achieved NIDCAP Nursery Certification and should remain true to it.

### **Budget development and cost**

Dr. McAnulty reviewed the NNCP budget with the Board and pointed out that the committee is not obliged to spend within line items. The budget is broken down into four categories: Phase I (Template and Final Pilot Site); Phase II (Materials Preparation for Workshop & Marketing); Phase III (Workshops); and Phase IV (Program Rollout). Phase I covers the expenses of the template work as well as the third and final pilot site visit. Dr. McAnulty pointed out that \$19,600 of the Phase I budget has been encumbered and reflects expenses for four reviewers. Dr. McAnulty stated that the Criterion Scales Committee was very conservative in their use of funds. The only expenses were two travel costs. No lodging, food nor honoraria were taken. Expenses were reimbursed for the award production for the St. Luke’s site. For Phase II, Dr. McAnulty explained that this area budgets the ways to bring the program to the public (e.g. presentations at meetings, displays, advertising). The amount of \$7280 was encumbered in this phase to cover these costs. Phase III covers the expenses for conducting three workshops. In Phase IV, Dr. McAnulty stated that the goal is for the NNCP to become self sustainable, however, she inquired about the NFI support required for the NNCP to be launched.

The last category to be discussed on the NNCP Budget was the administrative support. Dr. McAnulty explained that the NNCP has become too large for committee work. Therefore, money has been budgeted for a part-time Program Director and Senior Administrative Associate at \$14,400 and \$17,875, respectively. Dr. McAnulty stated that these staff members would be hired for the second half of the fiscal year. Who is hired and how the money is distributed is at the discretion of the NNCP Steering Committee and this money must be expended. Dr. Youcha asked why the money had to be used and asked if the expenses were tied to grant expectations. Mr. Wahl stated that the money is not tied to specific grant expectations; however, the NNCP is a product that the granting agencies expect to see. Dr. McAnulty reported that while spending at this rate the NNCP committee will not exceed its budget of \$89,975. This money is available to the committee in this fiscal year and what is not expended in this FY will not roll over into this committee’s line items. Dr. Youcha stated the importance of not tapping into the reserves and moving forward as fiscally conservatively as possible. Dr. McAnulty stated that the committee has the obligation to be fiscally responsible, however, this is the money that was agreed upon for the NNCP's use.

Ms. Price-Johnson asked again whether the NFI is bound by a grant to spend money in a certain way. Mr. Wahl responded that as the NNCP evolves and expenditures change, he maintains communication with the funding representatives who express understanding and have given the NFI flexibility in spending.

Dr. Als suggested revisiting the production estimate for the NNCP materials to determine whether the budget will allow for their development and thus determine whether the committee may move forward with them. Dr. Buehler reviewed the costs for material’s production as follows: Design costs (\$4294 for presentation binder, application and certification materials and \$1299 for brochure design); Print

estimate (\$18,337 – \$19,727 with a quantity of 500); and Total: \$25,320. The existing approved budget would hold the production expenses assuming that the \$7280 and the \$7700 allotted for the workshops would not be expended this fiscal year.

In terms of the project's roll out costs, the idea of lowering the per diem compensation amount of the pilot site reviewers came up for discussion. The Board addressed concerns that the hospital cost to achieve NIDCAP Nursery Certification may be too high. Some brought up estimates for the Magnet program, however, Dr. Lawhon raised concern about comparing NNCP to Magnet. Magnet is a hospital-wide certification program, not just NICU-based. Dr. Sizun shared an example of a European certification program that charges 1500 Euros for an application fee and estimated the total cost to the hospital to be approximately 10,000 Euros.

Dr. Als asked the Board to prioritize the NNCP tasks ahead and determine the next steps. It was decided that the brochure and packet will be produced professionally. Dr. Youcha asked how important it was to accept the current proposal from Rob Catalano or could there be a lesser but equally acceptable version of the products. Dr. Buehler stated her desire to accept the design portion of Rob Catalano's proposal since he has designed the other NFI products (e.g., *Developmental Observer*, NFI brochure). Dr. Als stated that the Criterion Manual should definitely carry the NFI identity (as well as the accompanying folder) but the disposable items (i.e. score sheets, etc.) can be printed in black and white, thus reducing the cost. Dr. Helm asked if there was a chance that the documents may change before the final pilot is complete. Dr. Als replied that the Criterion Manual would not change for two to three years. The materials at the front end may change before and after the third pilot, as they have to be more integrated and streamlined. Dr. Youcha suggested that the design phase be completed, however, that that printing be delayed until there is a demand. Dr. Als stated that once the brochure is distributed a roll out date must be established.

### **Break**

The Board re-addressed the discomfort with using the term "marketing" and discussed whether "communication" may be a better term to use. Dr. Als stated that the NNCP Steering Committee would review the "marketing/communication" issue. She proposed that Dr. Buehler take on coordinating the design of the NNCP materials and determining the final cost for design yet hold off on production of the materials. The committee will also look to those who have expertise in social networking for NNCP connections.

The costs to update the web were addressed. It was noted that although the budget accounts for the production of the NNCP materials there may not be money allotted to update the website at this time.

**Upon motion duly made, seconded and carried it was unanimously Voted:** To charge Dr. Buehler with designing the NNCP packet and developing its budget prior to moving into the production phase.

Dr. Youcha agreed to get an additional printing service bid for production comparison.

Dr. Sheldon inquired about designing a web-based application instead of a paper product. This led to a brief discussion on whether to make all the application materials available on the website. Dr. Als wants the Criterion Scales to be available on the web for units to review so that they can establish how to

achieve NIDCAP Certification. She does however feel strongly that they should be available in a hard copy as well.

#### *The NNC Program Director*

Ms. Smith explained that she considered taking the NNC Program Director position and had arranged a part-time assistant. However, she reported that her hospital supervisors will not reduce her current working hours and therefore, she will not be able to dedicate additional hours to this new position and is turning down this NNC role.

Dr. Youcha asked Ms. Smith to define the job expectations of a NNC Program Director. Ms. Smith stated that the responsibilities would include fielding calls, arranging review teams, dispatching site review teams, etc. Dr. Helm asked if the person would be expected to run the workshops and create the material for the workshops. Ms. Smith stated that the person would organize the workshops, however, not perform them.

Dr. Youcha asked if it was necessary to hire someone immediately. From her perspective, she observes that Ms. Smith requires more administrative support at this time to continue the momentum of the NNCP. Dr. Als stated that while the NNCP is still in the development phase, administrative support is necessary, however, the Program Director will become crucial once the rollout phase of the program begins. The Board discussed how to get through the third pilot phase, which is due to begin before the end of this fiscal year, without hiring a Program Director. Ms. Smith stated that there is a lot to be done administratively before rollout (e.g. recruiting and training of reviewers, development of materials). The discussion then turned to whether it would be feasible for Ms. Smith to secure the administrative person for one day per week to support her in this final phase of development. The Board determined that the money is available to support such a person and St. Luke's is in agreement in terms of her being able to work for the NFI for one day per week while at the hospital.

Dr. Helm pointed out that a Program Director would require some start up time. Dr. McAnulty suggested hiring someone to be on board for the last pilot site visit. The Board discussed whether and where to advertise the position. It was suggested that the next couple of months be used to formulate and solidify the duties of the NNCP Program Director. Dr. Youcha suggested that if there were potential candidates in mind that they be approached to determine whether they may be interested in shadowing the process. The Board discussed the need for a written job description and Ms. Smith agreed to draft a job description for the NNC Program Director and email it to Steering Committee for feedback.

Ms. Smith stated that the Senior Administrative Associate position can go into effect as soon as the paperwork is signed. A start date of May 1, 2009 is set. Dr. McAnulty stated that she and Mr. Wahl will determine how the money gets transferred to St. Luke's for payment of this position. Ms. Smith will explore with St. Luke's how they would like to receive payment.

#### **Identification of Reviewers and Constitution of Review Teams**

Ms. Smith distributed the list of NIDCAP Trainers and Directors to be used as the pool of potential NNCP site reviewers. Ms. Smith stated that the site review teams will be multidisciplinary and the list highlights each individual's discipline to make teams easier to form. She clarified that the applicant site's Trainer may not also be that site's reviewer. The Board discussed that teams will be comprised of three reviewers and decided that there are enough individuals to form two or three teams for the initial training. Ms. Smith asked the Board for input on how to approach the next step of recruiting prospective site reviewers. Dr. Helm suggested that a call for interested applicants be distributed via email; those

individuals who are qualified may submit letters of interest. Dr. Als suggested the call go out to Trainers, Training Center Directors, and Training Center Medical Directors. Dr. Als stated that there might be other individuals who are not Trainers yet have worked in developmental positions that may also be appropriate for this role. Dr. Helm raised the issue of cultural differences and suggested perhaps having European teams and American teams. Dr. Sizun expressed his opinion that having a culturally diverse team may enrich the discussion though may be more difficult for a person to evaluate a culture other their own. It was decided that inactive Trainers be included in the pool of prospective site reviewers.

Dr. Helm asked Ms. Smith about the reviewers' training process, including how training would occur, and if it would occur at the Trainers Meeting. Ms. Smith stated that since training has to be in person, the Trainers Meeting would be the best venue. Dr. Helm proposed an extended day that would include a half-day training session. Dr. Buehler suggested dedicating the day after the meeting to a reviewers' training session, however, the issue of who would pay for the extra stay was raised. Dr. Als replied that the NNCP applicants with their application fee would pay for the session costs. She stated this training session would be planned for October 2010. Dr. Helm stated that the Trainers Meeting is a logical time to provide the information and the invitation to become reviewers. Dr. Lawhon stated that she would incorporate time into the Trainers Meeting program and asked for suggestions for what would be needed. Ms. Smith stated that there needs to be a workshop for which materials will be sent in advance in order that the participants come prepared. Dr. Buehler asked whether she imagined the session as a workshop or as a lecture with questions. Ms. Smith stated that it would be interactive and include discussion on how the materials will be used and how the scores are assigned. Dr. Buehler suggested giving some homework to the participants (e.g. supply them with the manual and ask them to assess their own units). Dr. Als added that they could try the Criterion Scales on their own nursery and then ask how they would feel going to another nursery and assessing its quality. She asked who would compose the call for site reviewers. Dr. Lawhon stated that if she is sent what is needed she will take responsibility for sending out the call.

Dr. Als stated that the session should yield enthusiasm and suggested that perhaps Dr. Linda Gilkerson meet with the group in order to facilitate the reflection and guidance that can help develop the stance of the reviewer's role. Dr. Als pointed out that the Trainers in Training might want to participate as well. Dr. Buehler suggested that Dr. Gilkerson lead the reflective session this year and gear it toward the NNCP, thus helping reinforce the reviewer's stance and help them to understand how to support the nursery. Dr. Sheldon pointed out that in the CME certification process. The site reviewers are discouraged from answering questions and thus offering support. They are there to evaluate the site and determine whether the existing process is up to certification standards. He stressed that the reviewers could spend a lot of time on site if they engage in that type of process especially given the many different disciplines represented on a review team. He recognizes that it would be impossible to prohibit that process but he wanted to suggest approaching the review in a different way from that of a training session.

Ms. Smith stated that after the site is certified that site would be a reference site; there can be an ongoing relationship with the nursery. Dr. Lawhon asked how long certification is good for and whether recertification will then be required. Ms. Smith stated that there would be recertification requirements specified at a later time. Dr. Lawhon shared that the discussions within their own unit have included the desire for having an annual evaluation. Dr. Als pointed out that sites could engage in a self-evaluation once certified. Ms. Smith stated that she envisioned a recertification evaluation every three to five years.

Dr. Lawhon asked Ms. Smith how much time to allot for the NNCP session at the Trainers Meeting. A definitive time block was not reached.

### **Cost to the applicant site**

The Board reviewed once again the NNCP budget. Dr. McAnulty reiterated the NNCP's intent to be self-sustaining post roll out and that money paid would support the NFI to maintain the program's staff. The NNCP application fee is currently set at \$6000. The cost of the assessors will depend upon the site's location, however, the fees include food and lodging for four days, travel, and assessor's per diem rate. Also included in the cost to the site is the post site visit review fee of \$6000. The only fixed fees are the application fees. It is suggested that once the program is well established the lodging and travel can be rolled into the application fee.

Dr. McAnulty stated there are two points of discussion: (1) The current application fee (i.e. too high or not high enough); and (2) The number of site review days and the per diem rate. Dr. Als pointed out that there is time outside of the site visit including application review and feedback preparation. If the feedback is done while the team is still on site then five nights of lodging is necessary because the visit becomes four days long. Dr. Helm stressed that the goal of the visit is to determine whether the site is "good enough" and he believed that three days is a long time to be on site. He stated that if the materials are reviewed well enough prior to the visit, the strengths and weaknesses can be known prior to the site visitor's arrival, and then the actual time on site can be reduced. Dr. Als pointed out that the reviewers want to have time to interview individuals and she stated that the time necessary would be dependent upon the size of the nursery under evaluation. Dr. Helm stated that the first few sites have been exploratory; this last visit will more closely resemble the roll out model. Dr. Buehler reiterated the need to build in time for observation in the unit. Dr. Als stated that it takes a full eight-hour day to pull together the feedback.

Dr. McAnulty suggested building back from a number of days to determine how the pieces can fit in. Dr. Als pointed out that there are two additional days unaccounted for in terms of the travel time. The fees were discussed once again. Dr. Als stated that if the budget can hold it she'd prefer to maintain the per diem as budgeted, as she doesn't want to lose potential reviewers for that reason. Dr. Youcha stated that she would think it would be an honor to be a reviewer and as we work toward building a budget we must determine what our budget can bear and be mindful of not pricing the certification out of the market. Dr. VandenBerg pointed out that she would have to take time off of work and use vacation time to conduct a site review. Dr. Helm asked if there are any parallel certification programs that can be explored. Dr. Als stated that to review the psychiatry-teaching program, it takes one week and the hospital pays for this time. Dr. VandenBerg stated that we need to know if there are comparable programs that are unit specific. Ms. Smith mentioned that the Vermont Oxford Network Webinars is \$15,000. It was suggested that a webinar be designed for the introductory part of the NNCP. This way it could be online and accessed through the NIDCAP website.

Dr. Buehler presented the idea that cost to a unit could be determined on a case-by-case basis—the number of days on site for a review would be dependent upon unit size therefore determining the real costs.

### **Dr. Youcha leaves meeting at 1:56 PM.**

Dr. Buehler stated that there needs to be a guide so that units can plan their budgets. The Board began a discussion of how to break down the different scenarios, whether by using number of beds to determine

levels of cost, or using type of hospital (community versus teaching) to determine levels. For instance teaching hospitals and multiple site hospitals will require a three-day review while a community hospital with under 30 beds will require only two days. Some hospitals have units in separate locations making for complex situations. This may require two days in each location. It is determined that anywhere from two to four days plus one day for feedback will be necessary.

Mr. Wahl stated that in the world of education, differences in complexities are recognized. He suggested that the NNCP establish a base rate and then upon meeting with the applicant hospital's administration determine how many days will be required to visit their site. Dr. Helm suggested offering a price range. Mr. Wahl agreed and stated that most organizations quote their rates that way. Dr. Als suggested lowering the per diem to \$1500. Dr. Helm stated that a base fee can be set up without making the travel costs a set fee. Dr. Sizun stated that if the price were too high hospitals wouldn't want to pay, as certification is not obligatory. Further he stated that when creating a new product one has to assess whether individuals would pay at the price being offered because we must be sure that hospitals are ready to pay for this program.

Dr. Helm stated that although the Board will not arrive at a final decision today, some parameters have been established for the NNCP committee to use in establishing a cost structure. He suggested setting a base fee with two-, three- and four-day scenarios. Dr. Sizun offered to explore the costs incurred by his hospital for certifications (i.e. hematology certification) so as to have an idea of comparable certification program costs. Dr. McAnulty will determine the cost breakdown to NNCP applicants based on three, four and five day site visits (i.e. two, three and four days on site plus one feedback day).

### **Unfinished Business**

*Funder acknowledgment at the 20<sup>th</sup> Annual Trainers Meeting in Chicago, October 2009*

The Board began creating a list of contacts and foundations that they wish to invite to the funder part of the Trainers Meeting. The list to date included: Ms. Phyllis Glink from the Harris Foundation; Ms. Iris Krieg from the Pritzker Foundation; Ms. Harriet Myer from Ounce of Prevention; Erikson Institute; McCormick Foundation; and the Ronald McDonald Foundation. Dr. Lawhon, Dr. Youcha, Mr. Wahl and Dr. VandenBerg will meet in the upcoming weeks to determine a final list of invitees. The deadline for completion of the draft of the invitation is May 15, 2009.

Aside for invitation preparations: Dr. Buehler mentioned that there is a postage stamp designing website that the NFI could use to design and purchase its own stamps displaying the NFI logo ([www.photostamps.com](http://www.photostamps.com)).

Discussion resumed on planning the events in honor of the current and prospective funders. The day will begin with a breakfast with the Board of Directors. The President of the NFI will present a brief overview of the NIDCAP work, how long the NFI has existed, how many trainers there are, and what make the NFI and its Trainers unique. Next on their agenda will be to attend the scientific presentation session of the Trainers Meeting followed by lunch. During lunch there will be an abbreviated NIDCAP Center update presented by each Center Director. Instructions will be supplied to the Directors as to how to formulate their presentation to the current and prospective funders. These events will be coordinated with the hosts of the Trainers Meeting.

In terms of the fundraising committee, Dr. Als suggested that Dr. Sizun be included as the international arm of the committee. Dr. Als also asked that he be part of the NNCP with regard to the international demand for certification.

*New Committee Structure*

Dr. Lawhon proposed disbanding the Products and Services Committee and transferring the responsibilities currently under that committee's authority to other committees. She asked that the *Required Readings* and the *NIDCAP Reference Library* be moved to the Quality Assurance Committee. She proposed that she continue to spearhead the production of the *Developmental Observer (DO)*. However, she proposed the DO work be subsumed under the Communications Committee. If these proposals are accepted she will withdraw her Chairmanship to the Products and Services Committee and the committee will be disbanded.

Dr. Lawhon informed the Board that she approached the Chair of the Family Committee to become a member of the committee and is now a member.

Dr. Als stated that the work of producing NFI stationary, pins, awards, shirts, etc. is being accomplished outside of an existing committee structure. Dr. Buehler has an investment in the aesthetic quality of the NFI's "products" and it was suggested that perhaps the responsibility of overseeing the creation of such products be subsumed under the Communications Committee. After much discussion about whether it would be a stand alone committee or a sub-committee, it was decided that it would be a stand alone committee known as the "Design and Aesthetics Committee", with Dr. Deborah Buehler as Chair and Ms. Sandra Kosta as a member.

Mr. Wahl stated that it is important to have a committee that will create and put a stamp on the quality of the NFI's look to the world. He asked where the news releases and public relations pieces would fall. Dr. Als stated that the topic of public relations, public awareness and education has not been assigned to anyone or any committee. Mr. Wahl stated that he and Dr. Youcha are willing to work on some of these projects.

There have been no decisions about whether to pursue the social networking avenues such as Twitter and Facebook. There is disagreement among the Directors about whether to pursue such avenues. Ms. Price- Johnson pointed out that even if the Chair of such a committee leans in one direction on this topic they are still under the authority of the Board.

Mr. Wahl stated that news releases and other outreach to the media is something that the Executive Director should handle in conjunction with the President of the Board.

Dr. Als pointed out that Chicago has a newspaper that did a piece on NIDCAP years ago. As hosts of the Trainers Meeting, the Chicago team could be involved in pursuing media coverage. Dr. Helm stated that the 20<sup>th</sup> anniversary of NIDCAP Trainers Meetings is a newsworthy piece.

Dr. Buehler suggested the committee be a sub-committee under Communications. Drs. Helm and Als suggested a full committee named "Public Education Relations Awareness". Dr. Sheldon was asked to chair this committee and he asked about the expectations are of such a committee. Mr. Wahl stated that he would take on the leg work needed though needs Board representation. The responsibilities will include public outreach. Dr. Sheldon stated that he is willing to work with Mr. Wahl and he feels Dr. Youcha would be interested also. Mr. Wahl suggested naming the committee the "Outreach Committee".

**Upon motion duly made, seconded and carried it was unanimously Voted:** To establish an NFI Outreach Committee

Dr. Sheldon agreed to Chair the committee.

**Upon motion duly made, seconded and carried it was unanimously Voted:** To establish a Design and Aesthetics Committee.

Dr. Buehler agreed to Chair the committee.

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

**Upon motion duly made, seconded and carried it was unanimously Voted:** That the production of the *Developmental Observer* be subsumed under the Communications Committee.

**Upon motion duly made, seconded and carried it was unanimously Voted:** To move the activities and tasks of maintaining all training resources from the former Products and Services Committee to the Quality Assurance Committee.

It was suggested that the Membership be notified of these committee changes.

## **Break**

### *Membership Committee Unfinished Business*

Dr. Helm addressed the unfinished business from the Membership Committee. Dr. Sheldon helped rewrite the Emeritus Member paragraph to reflect the new category of Honorary Members. Dr. Helm read the paragraph to the Board:

*Honorary membership may be bestowed upon any individual who has made significant contributions to the NFI or the NIDCAP approach. One may be nominated for honorary membership by a Director of the Board of Directors, NIDCAP Training Center Director, or NIDCAP Trainer. Nominations are made to the Membership Committee to be brought to the full Board for vote. Majority vote by members in attendance or via proxy is needed for approval. Honorary Members will receive the full benefits. There are no dues assessed to Honorary Members.*

Dr. Helm asked the Board to consider the above description. The intention would be to insert this paragraph into the Membership Policy along with the Emeritus Member paragraph. He indicated that an Honorary Member might serve on the Board of Directors.

**Upon motion duly made, seconded and carried it was unanimously Voted:** To adopt a new category of members named Honorary Members as described in the paragraph submitted by the Membership Committee.

The Membership Committee will work with the Communications Committee to insert the paragraph into the policy and post it on the NIDCAP website. The Membership Committee will also inform the Membership of the change. Dr. Helm will send an electronic copy of the Honorary Member description to the Board.

Dr. Lawhon suggested having a section built into the *Developmental Observer* that indicates changes to the NFI Membership Policy.

#### *Revised Guidelines for Elections*

Dr. Helm distributed the newly developed guidelines for elections. He stated that they couldn't be voted on at this time because the by-laws need to be changed. The Board made some suggestions for wording changes and they discussed the idea of online voting and how it would work. Members would email their vote from their own email address so that record keeping would be simple.

Dr. Helm asked the Board to consider the process for determining a winner. The method that has been used in the past is that members are given a ballot with all candidates and instructed to vote. In last year's election with three candidates vying for two open seats members were instructed to vote maximally for two people. The two who received the most votes won. Rank ordering was proposed as a voting method. Dr. Helm asked the Board to review the guidelines further and stated that Dr. Sheldon will email the membership the revised election guidelines. The Board will vote on the guidelines at a future conference call meeting.

Dr. Helm reported that after speaking with Dr. Youcha about her term, she expressed that she would not like her tenure to be changed in any way, due to her leave of absence; therefore her term is up this year.

Aside: Dr. Buehler joined the Program Committee.

Dr. Buehler returned to the discussion of the NNCP workshop to be held at the Trainers Meeting. She asked how best to energize the presentation of the material in order to generate enthusiasm for the NNCP work. Dr. Helm suggested that careful thought be given as to how to help individuals understand and accept the definitions of a level five score in the Criterion Manual. He pointed out that the meeting attendees all work very hard to bring their nurseries to a NIDCAP level of care and when they read what is required to achieve a score of five they may feel that the obstacles are too great. Other Directors agreed that the ideal should be upheld but that the NNCP committee should be ready for skepticism. Dr. Sheldon stated that he would not show his hospital administrators the description of what meets the requirements of a level five without a lot of introduction and explanation. Dr. Als stressed the idea that a score of five paints the picture of what units should strive for. She suggested that the presentation at the meeting include examples and images that show how nurseries have changed over time and images of those nurseries that have implemented the level fives. She also suggested that presentations be made by those who have gone through the process, describing their experiences throughout the process and show how it generated energy within the unit. She stressed the importance of encouraging the "letting go" of one's comfort zone in order to be open to change.

#### **Designation of Telephone Conference Calls as Official Meetings**

The Board reviewed the dates of upcoming telephone conference calls and decided to designate two as official meetings. The following monthly calls will be official calls at which votes will be taken:

May 19, 2009—Vote on the Membership Committee's proposal regarding Honorary Members.

June 16, 2009—Adopt the full minutes from Combrit France, Rockport 2008, as well as Rockport 2009.

The following calls remain as unofficial monthly calls:

July 21, 2009 (Drs. Buehler, Helm, Lawhon and Sizun unavailable)

August 18, 2009 (Dr. Als unavailable)

September 15, 2009

**There being no further business upon motion, duly made, seconded and carried, Dr. Als adjourned the meeting at 5:25 p.m. (EDT) on Thursday, April 23, 2009.**

A handwritten signature in black ink, appearing to read "Deborah Buehler". The signature is fluid and cursive, with a large, sweeping initial letter 'D'.

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**Deborah Buehler, PhD  
Secretary  
NIDCAP Federation International**