



**NFI Board Meeting FY 2013 – 2014
Graylyn International Conference Center
Winston-Salem, North Carolina, U.S.A.
Friday, October 4, 2013**

Present: J. Alberts, H. Als, V. Batkin Bjornson, D. Buehler, M. Daly, J. Helm, S. Kosta, g. Lawhon, S. Mader, G. McAnulty, and K. Vandenberg

Dr. Lawhon opened the meeting at 8:38am EDT. She welcomed the Board and reviewed the agenda.

Introductory Reflection

Dr. Lawhon asked each Member of the Board to introduce themselves to the newest Board Member, Ms. Batkin Bjornson, by sharing what their particular primary strength was in supporting one another on the Board.

Board Business Completed via Email, October 3, 2013

Upon motion duly made, seconded and carried it was unanimously

VOTED: To offer Dr. Nikk Conneman a one year appointment to fill the vacated seat on the NFI Board of Directors.

Approval of May, June and September 2013 Conference Call Minutes

The Board reviewed all three sets of minutes prior to the meeting. Ms. Kosta reported that there were some changes received by email, none substantive. The Board agreed to accept the minutes pending revision.

The Board agreed by consensus to accept the minutes of the May, June and September 2013 conference calls.

Implementation of Strategic Plan

Each of the three Strategic Planning teams, Organizational, Finance and Program, was asked to report on their implementation progress:

Finance Strategy Team: Dr. McAnulty reported that she and Ms. Kosta continue to conduct the work of Treasurers with oversight to ensure transparency. The team discussed how to partner with outside experts (accountants, finance manager). Currently the Treasurers manage all of the financial work of the NFI, but under the new organizational plan the role of the Treasurers will transition to one of a supporting force behind the experts.

Organizational Strategy Team: Dr. Buehler reported that her team has accomplished some of the action plans, and acknowledged they are behind on other tasks. Dr. Buehler asked that her team review and think about how to rework it.

Program Strategy Team: Dr. Als stated that the activities include quality assurance of training, how to endorse products and activities, producing the materials in different languages, and expanding into other arenas where there are newborns. The plan is to solicit from the Membership ideas on how to streamline the training materials. The ultimate goal is to move toward internet based learning. She indicated that Ms. Warren has taken a major lead in moving the pre-education forward and continues to work on this.

The Board was reminded that if not already aligned with one of these strategy teams, one should join a team. Dr. Helm explained that although the Board approved the main objectives and action plans of each of these strategy teams, the implementation process may raise problems or barriers that will require a redefinition of

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the goals. It was agreed that the next update of work being done by these teams will be during the November conference call.

The Board began a discussion on how the Strategic Plan will be presented to the Members at the Membership Meeting. The new committee structure will be described with an explanation of how the old structure fits into the new structure. There was some disagreement regarding the Board's readiness to invite members to participate in the strategic planning teams and board committees. Those in favor felt that the Board was ready and that the Membership Meeting posed a good opportunity to recruit volunteers. Those opposed, felt it important to project a firm commitment to a plan as to how to proceed before bringing others into the process. Some felt that instead of asking for volunteers it may be more effective to either 1) offer the opportunity to sign up indicating areas of expertise so that they may be assigned to a committee or task, or 2) leave it to the Committees to identify specific members to join committees. All agreed that the work of the NFI must move beyond the Board and that the Membership is full of highly invested individuals, some with general skills and others with specific skills to be recruited for participation.

Dr. Helm suggested that each Chair present their committee's description and next steps to the Membership, as well as the tasks to be accomplished and then indicate that an invitation to participate will be forthcoming.

Governance Committee (Discussions led by Dr. Helm)

Membership

1. NIDCAP France

Dr. Helm summarized the report sent by Dr. Sizun: The chapter was established this year; its income stems from membership fees and small grants; a web page will be created and a Facebook page has been launched (both will be integrated into the NFI's new web page). The chapter's strategic plan covers a two year period. The chapter is striving for 200 members and hopes to develop a newsletter.

The following topics were discussed in relation to the chapters:

- There was a request for the Finance Committee to include the chapter finances in the NFI's overall financial reporting.
- The Board wished to revisit the idea of collecting Chapter dues. Dr. Helm agreed to review the NFI Chapter Policy for the current wording.
- Chapter representation on the Board: It was suggested that one seat be designated for the chapter perspective. There were differing opinions on this topic; some felt that it would be valuable to have the chapter's perspective, and others felt the organization must trust in a chapter's independence. It was suggested that the topic be revisited when there are multiple chapters.
- There was a request to have chapter reports to the Board include the number of NFI members among their number of chapter members. Dr. Helm replied that he would attempt to obtain this information from Dr. Sizun.

2. Recognition of New Professionals and Student Members in the Developmental Observer

The Board debated whether to include Student Members or only newly certified NIDCAP Professionals in the recognition column. The Board was supportive of the idea to acknowledge the newly certified individuals, but was reticent to agree to Student Members because some will not finish training, and the length of training differs greatly across individuals. It was suggested that upon first publication, the list should include all NFI members. Ms. Mader suggested using the website to list the new people by country with photo and why they joined. Dr. Helm indicated that he will announce the plan for acknowledgement of newly certified professionals and will post the list of members on the web.

Committee Autonomy/Authorization to Act

Dr. Helm emphasized the importance that each Board Committee understand that it has the autonomy to act on decisions without full Board approval (e.g. the Finance Committee may choose to use a new billing system without the authorization of the full Board; the Program Committee shall have the same authority with

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endorsements; the Advancement Committee has authority to submit proposals for funding). In the event there is uncertainty, it is their responsibility to bring the concern to the Board at large. The Board questioned how a committee shall distinguish between decisions that are within a committee's purview and those that are more appropriately decided by the Board at large. Dr. Helm replied that unless the decision will affect the organizational bedrock of the NFI then each committee should have authority to make decisions. Dr. Helm suggested the development of guidelines to define the process and he agreed to draft an authorization policy.

In a discussion of the Executive Committee's role, it was suggested that it act as a filter for the decision making questions that may arise within the other Board committees and that the Board may wish to authorize the Executive Committee to act on behalf of the Board. In this case the Executive Committee may need to define consensus. Dr. Lawhon stated that the Executive Committee will further define its role, responsibility and authority.

Dr. Buehler asked for guidance on how committees can stay focused on accomplishing their goals when funding sources may not align with their top priority. For instance, the NFI has declared that the NNCP is a priority however funding may not align with the NNCP's needs. Dr. Lawhon stated that the topic of committee priorities will be addressed at tomorrow's Board meeting. The Board will approve the priorities of each committee.

The Board broke into strategy team groups.

Program Committee (Discussions led by Dr. Als)

NIDCAP Trainers Meeting Program

Dr. Lawhon opened up for discussion how to structure next year's trainers meeting. The ongoing struggle has been defining the purpose of the meeting – is it a Trainers meeting or an NFI meeting.

The topics that arose:

- Hosting a developmental conference independent of Contemporary Forums – the concerns voiced included: would such a conference bring in as much profits as the NFI has been receiving from Contemporary Forums; it would require seed money; are there individuals with the availability to run such a conference; Contemporary Forums may continue to hold a developmental care conference.
- Having a combination Trainers/NFI meeting – the possible scenario suggested was a three day meeting with one day dedicated to science, one day dedicated to NIDCAP/APIB/NNCP training issues, and a third day dedicated to the work of the NFI (e.g. committee meeting sessions where projects may be being worked on in person). Cons: participation on each day has potential to be quite varied (i.e. 98 on science day, 37 on training day 2, etc.); not enough focus on the trainers. Pros: a day of science would elevate the trainers meeting.
- Use the IDNIC meetings as a model: One day of intensive science with a large audience; one day of invited workshop participants in a smaller locale discussing developmental care topics. Cons: historically, concurrent sessions have not worked well for the NIDCAP group.
- Dr. Als suggested exploring regional conference models that can be adapted to an international model. Ms. Mader added that if the goal is to widen the range of reach the conference must offer translation services.

The Board was in agreement that, in planning the meetings, quality assurance of training is important and that the challenge is to keep trainers growing in their jobs. The challenge is also how to better implement the model. There was agreement that improvements are needed in helping teach trainers how to get to the next level and in how to keep the trainers moving at the same speed.

Dr. Lawhon agreed to put together a task force and come back to the Board with a proposal and for input. Her hope is to have the meeting planned by the mid-year Board meeting.

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Quality Assurance Advisory

Dr. Als stated that she would like guidance in thinking through how to develop this advisory group. The Board agreed to give her the authority to be selective when choosing the make-up of the group.

NIDCAP and APIB Surveys

The NIDCAP survey was pilot tested with three people. The survey will undergo one round of refinements before sending to the Membership. The pilot testing of the APIB survey has not been reviewed. The surveys were designed to be completed by Trainers. The plan is to analyze the surveys and prioritize the topics that are most urgent.

Production and Web Posting of Training Materials in Different Languages

Currently the materials are translated by individuals who lead the training efforts in languages other than English. Dr. Als indicated that it is a time-intensive task that in certain cases requires back-translation which often requires a person fluent in both languages. In order to streamline the process and shorten the length of time from translation to NFI approved material, she asked the Advancement Committee for special consideration for funding. The Advancement Committee agreed to add this need to the priority list and to approach the Membership for assistance (i.e. determine who may be able to offer back-translation services). Other steps to be accomplished: Obtain bid(s) for translation services; Dr. Als will generate a list of languages that need back language translation; post a call-out on social media to identify those who fluent in the languages needed; Dr. Als offered to speak with Dr. Sizun about how the process worked with the person who translated much of the French materials. Dr. Buehler stated that if the Program Committee can describe the needs it can be outlined on the list of priorities and then when they are out talking to people they will discuss it as one of the NFI's needs.

NIDCAP Nursery Certification Program (NNCP)

Dr. Als recommended that the Board make the NNCP a top priority. The Meir Hospital Nursery in Kfar Saba, Israel achieved certification and two more nurseries (Rigshospitalet, Copenhagen, Denmark and Linkoping Hopsital, Linkoping, Sweden) will submit their self-assessment documents soon. In terms of the conceptual work, the goal is to integrate the NNCP into the training process. Mr. Hedlund is working with the steering committee to create the documents to assist trainers in learning how to utilize the criteria manual in their training. Melissa Johnson completed her first site visit and will be invited to participate in one more site review before achieving NNCP Site reviewer status. Dr. Als stated that the program is in need of additional physicians to be trained as site reviewers.

Sub-Committee on Scientific Endeavors and Processes

Dr. Als announced that she is looking for someone to lead the effort to form a sub-committee on scientific endeavors. The purpose of such a committee: 1) To bring the current status of science to the Membership, 2) to guide research projects (for those without expertise in design and methodology). She will solicit volunteers from the Membership.

Finance Committee

Dr. McAnulty presented the FY12-13 End of Year report. Total revenues were \$337,514. 28.4% of the revenues were monies carried forward from FY12-13, 30.6% were donations, 19.9% were dues and NNCP related, 6.5% were restricted funds, 14.4% were categorized as "Other". Total Expenses were reported as \$268,398. The end of year balance was \$69,116.

She presented the FY13-14 proposed budget and indicated it was only a draft. She reported that of the \$69,116 carry forward from this year's budget \$42,817 was restricted. The budget was based on conservative estimates and no grant money was built in. Program Income was based on known membership and included two NNCP sites moving onto Part II of the process.

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Dr. McAnulty added that Bank of America is in the process of conducting a cost analysis to establish what it will cost the NFI to accept credit cards. The Finance Committee will develop a means to document In-kind donations.

Advancement Committee

Dr. Buehler reported that the Advancement Committee's emphasis has been on the development of a new website. She and Ms. Kosta, Ms. Batkin Bjornson, Dr. McAnulty, Dr. Helm and Ms. Teri Thomson are working with Agency Orange to develop the sitemap for a new site. Agency Orange has begun the building phase which is expected to take two weeks. The entire process is expected to be 4-6 weeks. Each additional language will add another week. In addition, the Advancement team of Dr. Alberts, Dr. Helm, Dr. VandenBerg, Ms. Batkin Bjornson and she have been meeting by phone weekly to determine how to proceed with fundraising.

NFI Priorities for New Funding

Dr. Buehler distributed to the Board a list of funding priorities drafted by the Advancement Committee. In order to be better positioned for funding the NFI/Board should have a clear set of priorities for which funds are sought. The number one priority is the NFI administrative list. The administrative work will be built into requests to fund particular projects. Dr. Buehler pointed out that up to this point it has been difficult to articulate what the NFI wishes to finance so this list is starting point.

Family Advisory Group

Ms. Mader reported that the EFCNI will hold its first global parents meeting in February 2014. The goal is to build a global alliance of parents that will work toward policy change and advocacy work. The focus of the meeting will be the Call to Action for Newborn Health which is a campaign to shape the standards of newborn care across Europe and internationally. She asked how the NFI could help organize US representation since as of now there is none. She indicated that the representative must be willing to build up a network within the country or within their own regions. The Call to Action is a 10 point plan that is expected to take 10-15 years to implement. The idea is to have 10 working groups with minimum of one NIDCAP professional and one parent in each group. The standards are so diverse but the ten areas chosen will raise the bar to an acceptable level. The plan will be on-line and translated into five languages. She thinks they can disseminate through social media of the NFI. The Board agreed it was important to identify a US representative and suggested beginning to explore with those parents who are in attendance at this Trainers meeting. Ms. Mader agreed to give a presentation at the Membership Meeting and will organize a breakfast meeting to identify an appropriate representative.

Corporate Funding Guidelines

Corporate funding guidelines will define the criteria to be used to determine whether a corporation is deemed acceptable to the NFI as a funding source. Most importantly the corporation and its mission must not be in conflict with the NFI's mission. Since this topic has been discussed and documented in prior meeting minutes Dr. Lawhon suggested that a review of past meeting minutes may be helpful in developing the criteria. Ms. Mader offered to share the EFCNI's corporate funding policy which is expected to be finalized in two weeks. She also offered to share the letter of agreement between the EFCNI and Abbott. Dr. VandenBerg volunteered to check the Chronicle of Philanthropy for a possible webinar offered on this topic. Dr. VandenBerg with the help of Dr. Alberts will work on developing a Corporate Funding Policy.

Elections

Dr. Helm reported that a new Board will be seated at tomorrow's Membership meeting (October 5, 2013, 4:00-7:00PM). Directly following the Membership meeting will be the first Board meeting of the new fiscal year and the first task of that meeting will be to elect officers of the Board. Ms. Daly will run the election of Board officers. Six officers will be elected for a one year term: President, Vice President for Administration, Vice President for Organizational Advancement, Secretary, Treasurer, and Assistant Treasurer. The position of Assistant Secretary will remain open at this time since it is not a required position.

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Summary reflection

Dr. Lawhon thanked all for their commitment to and energy for today's meeting and throughout the year. She asked each Board member to indicate what they would find most supportive as a Board Member. The Board indicated the following: Open communication, acceptance, patience, availability opportunities, accepting different expertise, to free up more time outside of board meetings, plans and wishes to come to fruition in a timely and efficient manner, improved listening skills, generous trust amongst us all.

There being no further business upon motion, duly made, seconded and carried, Dr. Lawhon adjourned the meeting at 5:26 p.m. EDT on Friday, October 4, 2013.

A handwritten signature in purple ink that reads "Sandra M. Kosta". The signature is written in a cursive style with a horizontal line underneath it.

**Sandra M. Kosta, BA
Assistant Secretary
NIDCAP Federation International**