



## **NFI Board of Directors Meeting**

**May 1<sup>st</sup> and 2<sup>nd</sup>, 2015**

**Burlington, Mass, USA**

Present: gretchen Lawhon (President in Chair), Kaye Spence (Secretary, Minutes), Heidelise Als, Mandy Daly, Nikk Conneman, Deborah Buehler, Gloria McAnulty, Jim Helm, Rita Cummings, Kathleen VandenBerg, Jeffery Alberts (by phone link)

NFI Staff: Sandra Kosta

### **Friday 1<sup>st</sup> May**

The day was spent in facilitation by Rita Cummings of the strategic plan. Separate notes were taken by Sandra Kosta. with a summary to be provided by Rita Cummings.

### **Coming to consensus on Mission and Vision; Values; Organizations with a Focus on Infants and Families (Peers and Competitors); and Key Stakeholders**

**Mission** (Action: Board reached consensus on this Mission Statement)

The NFI's mission is to promote the advancement of the philosophy and science of NIDCAP care and to assure the quality of NIDCAP education, training and certification for professionals and hospital systems.

**Vision** (Action: Board reached consensus on this Vision Statement)

The NFI envisions a global society in which all hospitalized newborns and their families receive care and assessment in the evidence based NIDCAP model, which supports development, minimizes stress, is individualized and grounded in a relationship-based, family-integrated approach.

**Values** (Action: Board reached consensus on this *Values* section)

NIDCAP is a comprehensive and system-wide approach. It supports all individuals involved in the complex interrelationships of newborn care in hospital settings. NIDCAP responds to the dynamic growth and development of infants, families and staff in the challenges and opportunities of acute and chronic care.

The values that underlie this approach include:

NIDCAP care is mindful and reflective.

NIDCAP care and training supports the family-infant relationship as paramount.

NIDCAP care is individualized and developmentally supportive of infants, families and staff.

NIDCAP care is relationship-based.

NIDCAP care is evidence-based.

NIDCAP care is integrated in quality health care.

**Peers and Competitors** – Although consensus was reached on a conference call not all Board members' comments had been integrated. Action: K. Spence will integrate H. Als' comments and circulate via email to everyone within the week.

**Stakes and Stakeholders**

The Board discussed the format of this section and offered suggestions for change: Use of constituency instead of stakeholder; Funders should be added to list. In current version it was unclear as to whose stakeholders are being described - the NFI's or NIDCAP's?

Final decision: Remove all headers but the fourth one (*Dissemination of information...*) and its bullets. Perhaps work some of the headers into the introductory paragraph. Action: Plan: J. Helm will send another draft to the Board for review.

**One day conference**

J. Helm reported that he has already begun to develop a local conference model that he will trial in August. He has worked up a budget and created the materials. The long range goal is to create a packaged meeting that he could take on the road. It will generate revenue for the NFI. M. Daly stated that she does this in Ireland and has an industry partner to sponsor the conferences. The Board suggested having a trade display as well. D. Buehler will provide J. Helm with logos for branding of conference materials.

Action: The board agreed by consensus to give J. Helm the go ahead with his project of developing a one-day local conference.

**Saturday 2<sup>nd</sup> May 2015**

Circulated documents:

Advancement Committee Report

Governance Committee Report

Program Committee Report

President's Report

April 21, NFI Board Conference Call Minutes

All of the above documents, included with these minutes were approved by consensus of Members of the Board of Directors who were present.

**Agenda**

- 1. Finance Report. Reported presented by Gloria McAnulty (Treasurer) with assistance from Sandra Kosta (Finance Director).**

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Copies of the financial statement were distributed to the Directors. The finance documents were reviewed by the Oversight Committee prior to the Board of Directors meeting and all documents were in order.

The format was explained and the content was presented as an interim for the period October 1<sup>st</sup> 2014 to current 30<sup>th</sup> April 2015. Line items were explained to assist with the budget. The final accounting for the fiscal year 2014-2015 will be presented at the first Board of Directors meeting in October in Phoenix, AZ ; following this a projected budget for FY 2015-2016 will be presented for review and approval by the Board

It was suggested that future reports include graphics, such as pie charts, to enable the expenditures by category to be easily interpreted by the members of the Board. A new field was added, *In-kind donations* which are donations to the organization made by individuals who choose to make a contribution in lieu of reimbursement for services, travel, materials or lodging costs.

The details of the report were presented and questions answered for further clarification;

\$500 per month for social media and web design. These include development of webinars which could be open to BOD to explain the uses of social media platforms for members to gain a better understanding of how to promote the NFI. Requests for other social media explanation could be accommodated.

The cost associated with the Editor of the Developmental Observer attendance at the annual NIDCAP Trainers Meeting was questioned. The Board suggested that the editor report to the Board on the contribution his attendance at the meeting had on his role and function as DO editor. This will be used to justify the associated costs.

The \$41K carried forward was questioned as to whether this included restricted funds. It was explained that as the report was for the mid-year, many activities had not yet been completed. The uses of the restricted funds were reported as potentially changing during the year as new programs are identified.

The report was accepted by consensus. A thank-you was extended to Gloria McAnulty and Sandra Kosta for their efforts through the year and the development of the report.

The report was opened to discussion and questions from the BOD.

It was noted that the total membership numbers were lower than anticipated, the aim is to increase the membership to bring in an income of around \$50k.

The NNACP program is expected to provide more income from one site assessment this month.

Advancement Committee use of funds is expected to total \$36k

BOD costs including the Boston meeting are expected to total around \$18k

Operation costs expected \$56k

The Finance Committee will prepare a draft budget for FY2015-2016 with consultation from Rita Cummings which will be presented at the BOD meeting in October 2015 for review and approval.

Gretchen Lawhon acknowledged the complexity of the budget and extended her thank you to both Gloria McAnulty and Sandra Kosta for taking the time to learn the system and present the detail to the BOD.

A break for lunch.

## **2. Governance Committee items presented by Jim Helm.**

### 2.1 Membership.

*Dues.* Jim has been looking at a sliding scale for membership dues based on country and discipline. The majority of members are in first world countries so it is difficult to use this as a differentiation. The membership was reviewed and the majority come from first world countries. It was acknowledged that costs vary between disciplines where nurses in some countries are on a lower wage. A survey of representatives of different countries and professional groups was undertaken asking about membership fees and types of membership. This is a complex issue and it was agreed that a survey of the membership would give the members the opportunity to contribute to the decision. With input there may be an increase in membership. A question for the BOD regarding their ideas with the aim of generating good will and increase membership.

Heidelise Als spoke on the discussion with the Quality Committee that the Trainers should all pay the same fee and the fees should be scaled for the NIDCAP Professionals. The Trainers generate income from training and if they have not done any training in the year they may find it hard to pay the membership fee. It was suggested that there could be a system of application for reduced fees when circumstances preclude the payment of fees specifically in some countries. Application can be made to Jim Helm. A concern with a sliding scale is that individuals may not pay a higher fee. Generally the trainers were against paying more but supported a lower fee for the NIDCAP Professionals. It was noted that the fees for the Training Centres and NIDCAP Training had not changed since 2002. Heidelise Als feels the issue needs to be brought up at the Trainer's meeting.

*Family members.* Jim Helm asked if the current rate of \$50 appropriate. It was noted that if this is difficult then they could become a 'friend of NFI' with a lower cost of \$15. The benefits for family members was discussed. They could be sent new information, articles, access to webinars, notification of conferences, plus the social media sites. Discussion if the sign-up should be free and information on the work of the NFI may lead to membership and additional benefits. Following a discussion it was agreed that the family/friend program would be revisited to look at various levels for contribution.

*Membership benefits.* A discussion took place on what individuals could expect from joining the NFI. Currently they receive a greeting, a pin, access to the membership page on the website, google discussion list. A number of suggestions were made and discussed. Heidelise Als emphasized that the members receive a lot of information and PDFs on the member section of the webpage. It was agreed

that a membership package be developed with a focus on emphasizing the importance of the members to the NFI. Jim will work with Kaye with input from Deborah on developing a package.

*Database for membership.* The current database is quiet limited and it was agreed that the NFI needs a system where the members have an individual login for the webpage which would be linked to their current membership status. This was noted but was identified as an additional cost for the web developers. It would remain a priority for the NFI. In addition the information collected on the members is limited and if expanded then would enable the skills of individual members to be identified and utilized. The current system is maintained and administered by Jim Helm. The BOD acknowledged that this is a huge job and would seek ways to assist Jim in administering to the data collection. It was agreed that a new database was required and there are considerable costs involved in moving to a new web-based membership database.

## 2.2 Governance – Structure of the Board of Directors.

The current BOD has 13 seats of which 11 are filled following the resignations of Silke Mader and Vicki Batkin Bjornson. The 13 seats are filled with 11 members at large and 2 family members. Each position currently serves for 3 year terms with the incumbent standing for re-election. Each member brings unique skills and contributions to the BOD. For example Rita Cummings and Vicki Batkin Bjornson were recruited external for their skills.

Jim Helm presented a suggestion for the re-configuration of the Board of Directors for consideration by the BOD. This included 13 seats:

6 seats nominated and elected from and by the NFI Membership

4 seats appointed by the BOD to suit the Board's needs. These individuals would be identified by the Nominating Committee with specific skills. After 3 years such directors could be re-appointed for an additional 3 year term for a maximum of 6 years. These positions could be bankers, lawyers, accountants, managers, fund raisers etc.

3 seats for family members. These appointed positions are rotated every 3 years. Current family positions have been nominated and elected by the NFI membership.

The Officers could be drawn from their expertise. The President would be elected from the NFI Membership. The Treasurer could be an accountant for example.

Another option would be to strengthen the Advisory Councils, we would need to ensure these councils are heard and there are actions from the recommendations. A benefit is that people may emerge from these councils as potential board members. How they would be recruited and how many would be required. Possibly one or two with a variety of members who can retain the corporate knowledge.

Discussion took place on the size and appointment of the members of the Board. Not all board members agreed to certain aspects of the suggested changes to the structure of the Board of Directors. No decision was made and further discussions are to take place at future BOD meetings

The current vacancy for a family members could be filled now. The preference would be a US member to balance the existing family member from Europe.

### 2.3 Recent resignations from the BOD.

A discussion took place on the recent resignations which occurred for different reasons. It was agreed that the strengths of the individuals need to be identified and the BOD need to consider how to use these strengths. Silke Mader served four and a half years on the BOD and she brought a lot of energy and a different perspective. It was recognised that the NFI did not move at the speed that was seen to be important and there was a mismatch of energy. The expectations of the Board Members did not match the work of the BOD.

The focus and work of the BOD was discussed. The Parent Representatives are seen as advisors to the working of the NFI and they liaise with other parent groups in promoting the work of the NFI.

The President thanked Jim Helm for his report and the work of the Governance Committee.

## **3. Program Committee update was given by Heidelise Als.**

3.1 Certification Renewal. The process is being reviewed through the MT – QAAC. The information is given to the Trainers who pass onto the members. A forum is being proposed to be held at the Trainers Meeting in Phoenix to brief and discuss with Board support the advantage of certification renewal for a NIDCAP Professional. The BOD were asked for their support of the process. A discussion ensued on the best way to manage the process with a list of items for achievement. Suggestions included on-line renewal and documentation, a record card for payment of fees, continuing education points, support from trainers. How the NIDCAP professionals are documented and how the training and function of these professionals were discussed. The current database does not have this facility and it was agreed that this is a priority so accurate records can be produced as reports. It is difficult for the Trainers to keep track as there are many individual's trained who also require support for the implementation of the NIDCAP model. An outline was formulated with a list of the various functionalities to try to maintain a list of those who have been trained. Need to bring to Trainers Meeting to make it sound attractive and exciting as a way of keeping those who have been trained involved in an on-going program.

The problem of not having a database for membership and on-going activities was identified. A discussion ensued on possibilities to set-up a new system and problems of getting it working were identified. There is a need to identify those who can support the NFI. Discussion took place on the practicalities of a re-certification process and how it can be linked to membership renewal. The use of a database was seen as essential to the process and an IT support is required.

It was suggested that a card system could be utilized so that individual NIDCAP Professionals could keep a record of their activities. This would ease the entry into the database when it becomes a reality. The possibility of a web-based system for individual registration of activities was raised. The current documentation will be converted into a form that could form part of the web-design.

### 3.2 Reflective Process Support.

A session was requested and will be provided at the Trainers Meeting in Phoenix. The Master Trainers would like to use this process to ensure quality of the training process as the understanding of the process varies. Joy Browne will provide a session at the Trainers Meeting. Aim to upgrade the quality and flexibility of the Trainers and to reemphasize the reflective component of the work. Some concern was raised by the Master Trainers about the one public day and that some content for the Trainers content. Heidelise Als indicated that the Master Trainers were concerned about the potential erosion of the content regarding training issues.

### 3.3 NIDCAP Trainers Meeting.

The planning committee has been refining the program. Currently there will be 3 half day topics including; reflection, re-certification and two sessions on the NNACP. There will be one public scientific day which will be open to external registrations. This is a new initiative being trialed in Phoenix. There has been some concern expressed by the Trainers that the time for the trainer issues at the meeting is being eroded. gretchen Lawhon indicated that the one day will meet the Trainer's needs as well as promoting the membership needs. Extra days cannot be added as it would make the length too long to take time-out for most attendees. The theme is Family-centered care and there will be a call for posters and abstracts.

### 3.4 Master Trainers.

It was identified that there needs to be some incentive to move Trainers up to Mater Trainers. A concern is the number of trainers and how we can support trainers becoming Master trainers, particularly in Europe. The criteria needs to be reviewed, the policies are located on the web-page. It was felt that this topic needs an open discussion at the Trainers Meeting. Some clarity was sought on the role and process for achieving Master Trainer level as there appear to be some obstacles and some individuals are unaware of the steps required. A discussion took place on the challenges and competing interests in moving up the training schedule, individuals need to make it a priority.

- 4. Advancement Committee.** Deborah Buehler gave the allocated time over to Rita Cummings to continue to facilitate the vision work for the Strategic Plan.

Deborah Buehler reported that the Blog is now up and running on the web-page.

The meeting closed at 5pm with the evaluation forms handed out to the Board Members. gretchen Lawhon thanked all who attended and participated in the two days.



Kaye Spence AM

Honorary Secretary NFI

May 22<sup>nd</sup> 2015

