



**NIDCAP Federation International Meeting of the Board of Directors
Chandler, Arizona. Friday October 16th 2015**

Present: gretchen Lawhon (Chair), Jeff Alberts, Heidelise Als, Deborah Buehler, Nikk Conneman, Rita Cummings, Mandy Daly, Jim Helm, Gloria McAnulty, Kaye Spence (Minutes).

In attendance: Sandra Kosta (NFI)

Apology: Kathy Vandenberg

Meeting opened at 0845.

gretchen Lawhon (President) welcomed the Board members and asked each member to reflect with the other members of the Board their current challenges and achievement.

The meeting was handed over to Rita Cummings to continue her previous work in facilitating the finalization of the NFI Strategic Plan. Notes for this session were taken by Sandra Kosta (NFI).

1. Strategic Planning Session

Rita Cummings facilitated the session on strategic planning. She reminded the Board of the three objectives that were set following the last strategic planning session:

- 1) To raise the NFI profile in the US (within the medical community)
- 2) To increase training, especially in the US (training, conferences)
- 3) To generate additional revenue through programs

In her opinion the Board moved away from the NFI mission by being more consumer oriented (i.e. looking to the parents). She felt the NFI would have to spend a lot of time and money to expand the brand to that community. It was her recommendation that the Board "come back to basics, remember who we are, what we want to do and determine how to generate funds for those needs."

The Board indicated that although they agree that refocusing is necessary they do not want to lose sight of the importance of maintaining connections to family organizations. Further, they agree that it is important to recapture the professionals who were trained but didn't establish and/or maintain a connection with the NFI.

Rita Cummings suggested that the Board focus on Program initially. She stressed that without a plan for raising the NFI's profile the other things won't happen so a plan must be drafted to raise the profile – i.e. establish greater credibility within the medical community, identify champions to spread the importance. The second area of focus is to increase training and determine how to find and reach those

who have been trained but are no longer involved. The third area of focus is revenue – in what ways, other than the traditional route of grants, can revenue be generated (e.g. corporate sponsorship). The Board broke into three groups to discuss plans for how to accomplish each of the three objectives, determine what resources are necessary and establish specific timelines for completion.

1.1 Revenue, Revenue, Revenue (RC, GM, JA, DB)

Rita Cummings summarized the work of this group. This group focused on e-learning as a source of revenue:

E-learning, webinars

- a. Executive training – webinars to educate hospital leadership
- b. Dr. Als’ lectures – offer live streaming as well as video clips.
- c. Tap into archives of interviews with Dr. Als and offer clips of these online
- d. Dr. Als’ Introductory NIDCAP Lecture segmented into sequences – this would be offered for a price with dial in opportunity for Q & A; use video clips to promote it.
- e. Introductory APIB training video(s) with narration and accompanying manual (Six videos – one for each APIB package)

Some ideas to promote training included securing a physician to speak about why they use NIDCAP in the NICU. Post training video clips of Dr. Als and other trainers on social media/e-newsletters.

The group discussed potential for underwriting and who might sponsor/underwrite the production of e-learning modules.

Group Discussion:

Dr. Als suggested sending a standing request out to trainers to submit videotapes of their lectures. Dr. Lawhon stressed the importance of having a structure under which these educational opportunities fall – NFI foundational education. Dr. Conneman stressed the importance of offering continuing education credits for completion of webinar/video learning. Other suggestions included: to offer two levels of education, one for credit and the other one for viewing only (i.e. geared for parents); Modules designed for institutions (for multiple users), offered at a higher level of cost. Dr. Alberts pointed out that the actual production cost to create such an educational tool is a perfect example of a concrete project to request foundations/corporations to fund.

Group 1: Revenue, Revenue, Revenue (RC, GM, DB, JA)

Task	Key Steps	Owner	Timeline
1. Develop a pilot program for e-learning	1. Identify Master Trainer 2. Scope out content 3. Pre-select video content 4. Final Review 5. Video Editing/production	HA & DB DB, HA, SK GM, SK DB SK	Over the next 12 months
2. Sponsorship Funding for e-learning	1. Research funding opportunities 2. Budget Prep 3. Draft LOI	RC, JA GM & SK ??	

1.2. Profile Raising of NFI/NIDCAP (JH, KS, MD)

Dr. Helm reported back for this group. This group discussed two main topics: 1) Establishment of a professional advisory council; and 2) The NFI’s loss of members.

a. Establishment of a Professional Advisory Council

Dr. Helm reported that the group discussed the formulation of a Professional Advisory Council modeled after the Parent Advisory Council. The group would be comprised of people in positions of influence. They made a list of individuals to approach, mainly physicians. The next steps will be to identify the council’s purpose, develop a process to recruit its members and define the expectations for the members of this council. They will also determine a process to share goals with them, a process for how the NFI interacts and benefits from them and their knowledge.

Group Discussion

The Board asked the purpose of such a group. Dr. Helm indicated that the purpose of the group would be to represent a body of individuals who would help guide the Board in understanding how to increase awareness in the medical community. Dr. Alberts suggested it may be beneficial to recruit physicians who are NIDCAP promoters as well as those who are not.

b. NFI’s Loss of Members

Dr. Helm reported that there have been 755 professionals trained since 2000, but current NFI membership is only 250. The group discussed a plan to collect emails and contact these trained individuals and determine how to best encourage their membership to the NFI.

Group Discussion

The Board discussed the need for more membership benefits. Ms. Spence suggested seeking corporate sponsorship for training scholarships. One would have to be a member to be eligible for a scholarship. Ms. Cummings stressed the importance of having benefits be tangible over time.

Group 2: Profile Raising of NFI/NIDCAP (JH, MD, KS)

Task	Key Steps	Owner	Timeline
1. To develop a Professional Advisory Council	1. Develop an informational sheet (process, outcomes looking for) 2. Identify potential members (esp a leader) 3. Send invitations to potential members 4. Determine members and set up calls 5. Finalize the group’s recommendations	KS (with help from NC and JH)	By Jan/Feb 2016 Mid-May 2016 (1 st call) August (2 nd call)
2. To increase membership	1. Increase numbers by 30% in one year 2. Assure trainees are student members 3. Create policy that ties provision of certificate to membership dues 4. Explore membership categories (tiered, corporate, multiple year payments) 5. Identify defining features of the memberships		Within 12 months Will draft outline for Board review within 4 months

3. Survey non-members	<ol style="list-style-type: none"> 1. Get mailing list of those trained but not members 2. Recruit owners (more membership activity) 3. Develop web ad or update (i.e. Googlegroup – drive people to the web) (4-6 months) 4. Put survey on web/FB/social media 	JH will lead but looking for owners of specific steps	
4. Review the Membership Process (application, billing)	<ol style="list-style-type: none"> 1. Explore membership database possibilities b. Examine funding sources for this c. Create a page on membership updates 	KS	

1.3. Training and Certification Expansion (HA, gL, NC)

- Dr. Lawhon reported on this group’s discussion. She reported that the group discussed four topics:
- a. The need for a process to manage training requests from around the globe – designating a person and establishing a process.
 - b. The need for tracking membership more efficiently. The group discussed prioritizing the completion of back entry of the archival data. This will require funds to hire someone to enter and check the archival data.
 - c. Maintaining professional membership. It seems the NFI does not follow through on training expectations since every NIDCAP Professional in Training is not a paid Student Member of the NFI. It is important to cultivate the membership at the student level as one is more likely to become a Professional Member if they are first Student Members. They also proposed withholding certificates until Professional Membership is paid.
 - d. Foundational Training: The utilization of the NNACP assessment (taking place of site assessment). Create another area of education that would include a program similar to FINE – the question arose as to whether to keep working on attracting FINE to become an NFI program or to explore other avenues.

Group discussion:

Ms. Spence suggested that there is the opportunity for foundational programs through endorsement but that there needs to be a real process for endorsement that is known to outsiders. She suggested charging for endorsement. The Board discussed the possibility of charging for endorsement but most were against this idea. On the topic of certification renewal, the Board discussed the possibility of offering/posting a list of programs/conferences/master classes that were acceptable means of continuing education.

Group 3: Training and Certification Expansion (HA, gL, NC)

Task	Key Steps	Owner	Timeline
1. Handling training requests	1. Identify a coordinator (NIDCAP trainer) 2. Develop the process (i.e. request received, sent to coordinator, screened) 3. Make it an electronic process	gL	Within 3 months
		NC & gL	Within 5 months
		Coordinator (work with SK)	Within 12 months
2. Training Database	1. Identify the lead (JH is the lead) 2. Enter existing data 3. Fix any function problems	JH JH JH	Done 12 months 6 months
3. Maintain professional membership	1. Every trainee be a student member b. NNACP c. Annual recertification d. Individual passwords that change on an annual basis		

Ms. Cummings asked that each group leader write-up their actions plans and submit to her. The group leaders were Rita, Jim and gretchen.

When the Board returned from lunch Dr. Lawhon clarified that Ms. Cummings sent the Board a final version of the Strategic Plan which was approved at the June 17, 2015 conference call. This version should be posted to the web. Ms. Cummings stressed the importance of the membership having access to this information.

The Board of Directors meeting re-opened at 2.45pm

2. Consent Agenda

2.1. Advancement Committee Report. Accepted

2.2 Governance Committee Report. Heidelise Als asked for clarification on the statement regarding a sliding scale for the membership fee. This issue was not supported as documented in the May 2015 minutes and subsequently in the training certification renewal documents Jim Helm agreed to amend with the previously agreed statement as documented in the May minutes and recirculate. With these amendments the BOD accepted the report.

2.3 Program Committee Report. Kaye Spence asked that the previously circulated comments be discussed further. The report was approved.

2.4 Presidents Report - approved

2.5 Minutes from Board of Directors Conference Call meeting September 17th 2015 - approved.

2.55 - 3.05pm

2.6 Finance Committee

Gloria McAnulty together with Sandra Kosta (Financial Operations and Administration Director - FOAD) presented the proposed and actual budget for the 2014 - 2015 financial year.

Questions from the Board regarding clarification of specific line items were answered with satisfaction. The graph presentations of the line items were explained and suggestions were made to identify the membership contributions to the income.

The financial statement was approved and accepted with appreciation to the Treasurer and the FOAD.

The proposed draft budget for Fiscal Year 1 October 2015 - 30 September 2016 was presented to the Board. Gloria McAnulty asked for contributions from the members of the board for presentation of the budget to the membership. The following discussion took place.

The projected income was often based on best guess of the previous year.

New line items have been included.

The following was suggested:

Clearly identify restricted funds as reserved for Advancement Committee items.

Remove specific potential funder names and only include actual funders' names.

Adjust the education items of the Trainers Meeting One-Day Conference costs to the actual numbers of the additional 60 delegates.

Projected Expenses:

The following was suggested:

Moved the NNACP Director item to the Administrative section, which reflects the broader extent of the role.

Use a sub-heading for the NIDCAP Trainers Meeting so it is easier to determine the full costs of the meeting.

Change the line item of NFI Administrative Support to Financial Operations and Administration Director.

The discussion of the overall proposed budget moved to a broader discussion regarding the NFI Trainers Meeting.

For the current meeting the arrangement between Dignity Health and the NFI was unclear in terms of the profit and loss of the meeting. No contract was forthcoming between Dignity Health and the NFI. The contract with the venue was signed by Dignity Health and the expected room occupancies were not reached. These costs will be borne by Dignity Health. It was also discussed that the revenue generated by the One-Day Conference was considered by Dignity Health part of the income generated by registration. However, it is the expectation that the NFI will bear the costs of the invited speaker and other costs associated with the one day such as meeting announcement design. Gloria McAnulty proposed that we re-consider how the Trainers Meetings are held in terms of the consultation, budget and signed contracts. A small work group consisting of Gretchen Lawhon, Gloria McAnulty and Sandra Kosta will meet and report back to the next BOD meeting with more details of the financial situation with the current meeting.

A discussion ensued regarding the availability of a governance document for organising the Trainers Meetings. The Board was informed that several are available. It was agreed that one document needs to be created and made available for future trainer's meetings.

16.40. SK left the room.

2.7 Discussion on the two contract positions of the NFI.

- a. *Director of the NNACP.* It was agreed to renew the contract of Rodd Hedlund for 12 months. Gloria McAnulty recommended an increase of 2%. This was agreed by consensus of the Board.

NFI Board of Directors Conference Call

Kaye Spence asked if this position was advertised. The response was that the position is extended each year by mutual agreement. The performance of the position is under the NNACP Steering Committee.

Clarification was asked about the contracted positions in terms of the NFI liability for tax and other entitlements. In Mass. a consultant position has no claim for benefits. Gloria McAnulty will discuss the Director's entitlements at the Trainers meeting regarding the number of nights for accommodation covered.

- b. Financial Operations and Administration Director.* This position held by Sandra Kosta is built on a half-time salary of a consultant. A 4% increase was recommended and approved by consensus of the Board.

Both positions have been adjusted for current market value.

Jim Helm suggested a review of the format of the contractual agreements. This was supported and the Executive Council will take on this role.

Heidelise Als asked that Sandra Kosta be included on the NFI Board google distribution list. This was agreed by consensus.

2.8 Governance Committee. Jim Helm reported that the report had been previously circulated with no further discussion.

2.9 Advancement Committee. Deborah Buehler spoke to the report. The terms for the Family Advisory Council were circulated for comment. Many Daly and Samantha Butler will co—lead the group. Plans are to expand representation to include Australia and Asia. Monthly calls will commence initially. Nikk Conneman asked what the relationship is with ECFNI; Deborah Buehler responded that they are represented on the group. The Board was asked to send any other suggestions to Deborah Buehler.

2.10 Program Committee. Heidelise Als spoke to the report and answered questions from the Board members. Kaye Spence asked for clarification regarding linking the re certification to the membership renewal. She was concerned about the process and it could be a deterrent to the membership renewal. Currently the process would require a paper form until the database is up and running. No further discussion ensued.

Kaye Spence asked for clarification of the endorsement process for educational programs and one day conferences/seminars. It was suggested that the process needed to be clearer with different grades for the type of endorsement. It was agreed that there would be a call for expressions of interest from the membership to join a small work group to review the process. Kaye Spence will lead this group.

Unfinished business of Synactive Theory -Based Education and the Trainers Meeting was decided to be held over to the Sunday BOD meeting.

The meeting closed 5.50pm

Action Items

Item	Who Responsible	Completed
Strategic plan — revenue group	Rita, Gloria, Deborah, Jeff	
Strategic plan — profile raising of NFI	Jim, Mandy, Kaye	
Strategic plan — training and certification expansion	Heidi, gretchen, Nikk	
Proposed budget — 2015—2016	Gloria	
2015 Trainers Meeting financial report	Gloria, gretchen	



Kaye Spence AM

6th November 2015

Honorary Secretary NFI