



**NFI Board of Directors Meeting  
May 5 & 6, 2016  
Hilton Garden Inn  
Burlington, Mass, USA**

**Thursday, May 5**

**Present:** gretchen Lawhon (President), Jeffery Alberts, Heidelise Als, Deborah Buehler, Nikk Conneman, Rita Cummings, Mandy Daly, Jim Helm, Gloria McAnulty, Kathleen Vandenberg

**NFI Staff:** Sandra Kosta (minutes)

**Apology:** Kaye Spence

**Dr. Lawhon opened the meeting at 8:05am (EST) and reviewed the agenda.**

**Reflective Exercise**

gretchen Lawhon presented a topic for reflection.

**Review and future possibilities**

Rita Cummings led this session and asked the Board to reflect on the accomplishments made and the challenges faced over the last 12 months. She reminded all that the priorities set forth for the year included revenue, profile raising, and conference development.

*Accomplishments*

**1. One-Day Conferences**

There have been three to date. The conference model was built, from advertising materials to continuing education credits to the program itself, and is ready to use for future conferences. Rita Cummings asked the Board to list why the conferences are successful and important for the NFI:

- Provide educational opportunities
- Awareness-building (target audience: hospitals in particular regions)
- Fundraising (through registration, exhibitors and sponsors). One of the sponsors was secured due to the conferences
- In-kind donation of the speakers (clarified that the model moving forward would not expect in-kind donation of honoraria)
- Energizes faculty in a way that is different from training
- The conference model can be used to apply for future funding
- Foundational training content can be developed now to fit the conference model
- The model has been piloted and is ready for roll-out

The resources involved were as follows:

- Staff - James Helm, Sandra Kosta, Deborah Buehler, Gloria McAnulty
- Speakers - gretchen Lawhon, John Chappel, James Helm
- Vendors - Agency Orange

#### Points of Discussion:

- The Board asked what the audience can take back to their units. Suggested reserving some time at the conference for a public question and answer period to discuss “What stood out the most for them”
- The idea of the conferences as a fundraising mechanism – since the NFI endorses conferences that are similar, but do not give back to the NFI, might it be possible to request a percentage of the endorsed conferences’ revenue? Many felt it would be received poorly by the respective conference organizers if the NFI required a percentage of profits in exchange for endorsement. Organizers likely rather would forgo endorsement.
- Can the conferences be expanded to reach international audiences? This topic is complex as each institution has its own method of fundraising and employment contracts may pose conflicts. One cannot raise funds for the NFI if the conference is being run by the trainer’s institution, which expects to gain the profit. If the NFI were to establish a foundations training under the NNACP, the regional workshops would be run by the NFI therefore would direct the revenue stream directly to the NFI without conflicts.

#### 2. Corporate Sponsorship

##### Why it worked well:

- Conference visibility had an influence in corporations’ decision to sponsor.
- The NFI’s openness to corporate sponsorships.
- The NFI made it a safe and viable option by creating guidelines.
- It has a high potential for revenue.

#### 3. Creation of the Family Advisory Council

##### Mandy Daly described the Council’s progress:

- Mandy Daly co-chairs the Council with Samantha Butler;
- Thus far the Council has 10 members;
- Its members are from the US, Canada, and Europe;
- As of this date, the Council has had one conference call;
- A private Facebook page has been set up for the council members communication amongst themselves;
- Many members are unfamiliar with NIDCAP;
- Many want to bring NIDCAP to their units, especially the eastern European countries;
- They want to create a more family-friendly section on the website that will help them bring NIDCAP to their units;
- One of the members has some funds available to them;
- Kangaroo Care Day (May 15<sup>th</sup>) is the first thing the group is concentrating on;
- The co-chairs are prioritizing the next steps.

#### 4. Developmental Observer

##### Why it was successful:

- Published the first ever Abstract Edition and it was well received;
- The abstract edition elevates it to a more professional level;
- Arrangements to archive all the earlier editions are underway making it a long-term resource;
- The decision to publish the abstracts was responsive to the Membership’s request;
- Most long standing way for membership to contribute to the NFI;
- One of the unique facets of the NFI (we maintained the individualized way of the DO’s appearance
- Contains good family/staff stories and examples of what we do.

gretchen Lawhon announced that Rodd Hedlund is resigning as Editor. The challenge now is to identify the next chief editor which is an opportunity to engage another NFI member in an NFI activity.

## 5. The NIDCAP Blog

The Board felt the creation of the NIDCAP Blog was successful because of the following reasons:

- The diversity of its contributors;
- It offers a role for family members;
- The Family Advisory Council is interested in expanding the blog;
- It offers a place for trainers to share their thoughts and present “Aha” moments in training.

## 6. The Quality Assurance Advisory Council

The NIDCAP training and NNACP re-certification processes finalized over this past year aids in the professionalization of the work.

## 7. Media/Website

- The media platforms have become more integrated;
- They offer more outreach in a more professional manner;
- The website’s Content Management System (CMS) allows for immediate change, thus keeping the website more inviting and fresh.

## 8. Global Outreach

Global Outreach took a big step in the last year with country-wide implementation of NIDCAP in certain countries:

- Iran has begun country-wide implementation.
- Iranian officials are now reaching out to other nearby countries (Jordan).

The Belgian government has decreed that NIDCAP be provided in all Belgium Newborn Intensive Care Units (NICUs); – the Belgian Trainer, D. Druart has been assigned to provide NIDCAP training to all French speaking Belgian NICUs, the Sophia NIDCAP Training Center, Rotterdam under N. Conneman’s direction provides training to the Dutch language Belgium NICU. Discussion points:

- A country’s government umbrella is key in implementing NIDCAP country-wide. The US umbrellas will have to be at the state government level.
- It may be beneficial to hear in the form of organized presentations from those NFI members who receive support under a government umbrella, in particular how that government support was gained.

## *Challenges*

1. Revenue generation remains the NFI’s biggest challenge.

## 2. NIDCAP in the US:

- Support of the US neonatologists is a challenge for NIDCAP.
- In Europe a high percentage of NIDCAP Trainers are neonatologists; this is not the case in the US.
- NIDCAP is growing and taking root in many parts of the world, while a plateau appears to have been reached in the US.

Training in the US poses difficulties partially due to the lack of full physician support.

- Different training centers use different training models, e.g. the French NIDCAP Training Center in Brest requires that a neonatologist must participate in training whenever NIDCAP training starts in a unit.
- Foundational training opportunities are key in jumpstarting the interests of units and may increase the demand for trainers.

4. Lack of an Executive Director.

5. Lack of full time support staff.

6. The engagement of the NFI membership:

- Continued perception of the NFI Board as not open and inviting;
- Lack of clarity about how members can get involved.

7. Level of perceived complacency of the Membership.

Discussion points:

- Nikk Conneman pointed out that the Annual NIDCAP Trainers Meeting Planning Taskforce is a good example of how members can get involved and work together successfully in NFI activities.
- More parents' involvement might support commitment to fundraising
- The current structure of the Board may hinder the level of membership involvement. A smaller board that generates ideas and transmits them to advisory committees that then do the work may generate more membership involvement.
- Members want more say in how the NFI is run, e.g. vote on officers, and vote on the annual budget.
- More clearly defined working groups may help generate interest in participation.
- Establishment of regional representatives might be helpful also.
- There may be a lack of understanding of what the Board does.
- Increased communication with the Membership is important; provide more reporting of NFI activities should be reported directly to the membership, e.g. an email should alert the membership each time minutes are posted and/or minutes could be sent directly to the GoogleGroup in addition to posting them.
- Provide a review of The NFI website content should be reviewed with the membership, perhaps at next Trainers Meeting.
- The Membership should be kept informed of the opportunities available to them.
- Board phone calls might be opened to the Membership
- A Member Survey could be created to find out what it is the Board is not doing that the membership would like us to do. The Board must be sensitive to members' different learning styles.
- The President's report might be presented as a video.
- Follow-up with the French Chapter regarding NFI member generation might be helpful; the French Chapter's original goal was to increase NFI membership.

8. Need for translation services at the NIDCAP Trainers Meetings.

9. FINE educational training is NIDCAP foundational training yet not a product of the NFI. Is it attractive because it is less expensive, it is easier? Is it sustainable?

10. Board's interpersonal communications provide a challenge.

11. How to guide sites to guide others/ how to help sites select trainees.

Jim Helm suggested shifting the focus of training issues from the Board to the Master Trainers and Senior Trainers. Heidelise Als believes the Board must participate at some level in the training process - that the Program and Advancement committees must be continuously interactive. Jim Helm stated that the Program Committee should be in the position of figuring out how to help the trainers, perhaps separate meetings or a retreat of the Master/Senior Trainers should be organized. Nikk Conneman shared that the European NIDCAP Trainers came together for one day and the consensus was that they "need more of these". Jim proposed that perhaps an extra day at the Trainers Meeting for trainers only was necessary. Dr. Conneman proposed that the family advisory council could develop its own agenda for simultaneous sessions. Heidelise Als cautioned against building a corporate structure where the administrators and implementers have little connection.

## **NIDCAP Federation International: Who are we?**

Jim Helm took the lead on this discussion and indicated it was intended to be an open discussion on how the Board sees itself moving forward. The Board was unwilling to discuss the topic on a broad level and was in agreement that the Board stands behind the mission and knows what the goals are, therefore a more productive discussion would be a concrete one on, a. how to achieve the goals, b. how the NFI differs from other groups that offer the same thing, c. whether there are sufficient resources to meet the goals.

## **Board Structure**

The Board discussed whether the Board is structured well to raise funds, or whether its structure is the reason that funding is scarce. All are in agreement that raising funds is crucial. The Board may be so stretched that the ability to raise funds is hampered. Since the NFI is not a “business to consumer” organization it is difficult to attract funders. The Board brainstormed on how to raise funds:

- Organize an annual general US? conference, open to the public
- Organize a skill-oriented conference (change the focus of the skills that are honed at each meeting)
  - Parallel workshops
- Open up NFI Board membership to non-professionals, non-trainers or professionals who work in a nursery.
- Broaden opportunities to bring in other members.
- Offer opportunities on the website
- Raise membership fees
- Capitalize on the growing “Sign-up” email list (appeal to them to donate or join as “Friends”)
- Expand on the 1-Day conference model
- Explore the use of an online platform such as *Cvent* as a conference coordinator
- Attempt to attract former trainees (perhaps find a member to help with data entry of trainee backlog so that contact can be made with former members or those certified many years ago who never became members – aim to reach 15% of them)
- Continue for another year with the current model for regional conferences and then develop the content to be more foundational training/skill building conferences

The discussion led to grant funding and how to develop a fundable proposal. Jim Helm suggested developing a model that offers a skill-building conference “product” -- hospitals would contract the NFI to come in and offer training. The Board discussed the idea of the NFI transitioning into an organization that provides (not just supports) training, including foundational training. The skill building conferences would be a product of then NFI and would be led by NFI Trainers (i.e. they would be working for the NFI and not an affiliate institution thereby eliminating financial conflict). Rita Cummings suggested that Jim Helm draft a proposal of such a model.

The Board discussed the current priorities in terms of Board structure. The topics included recruiting people for advisory councils vs. Board members; the types of expertise desired (banking, business, law, marketing); appoint or elect members; the types of advisory councils to form. The Board envisions that as a body it generates the ideas and then presents them to the councils for advice and recommendations on how to execute. All agree that business, professional and scientific advisory councils are priorities. A suggestion was made that perhaps a better model would be a small Board (i.e. President, VP, Finance) and a large advisory council. Rita Cummings advised against shrinking the Board at this time, but instead focus on diversifying it in terms of skills (i.e. marketing, business). She stressed the importance of maintaining a core of Board members with NIDCAP expertise.

The points agreed upon:

- To continue a search for new Board members with particular skills/expertise
- Include the Membership (and their contacts) in the process to find new Board members

- As individuals are found invite them to become involved in an advisory role
- If the new member is appointed rather than elected to the Board, a decision will have to be made as to whether they get re-appointed at term end or if they stand for general election.

### **Election Process**

Jim Helm indicated that the current status of the Board is as follows: The terms of three Board members will end this year (Heidelise Als, Kathleen VandenBerg and Nikk Conneman) and there is one Family Representative seat vacant. Heidelise Als and Nikk Conneman will run for re-election, Kathleen VandenBerg will not. The Board has the opportunity to increase or decrease the Board size.

Jim Helm explained that his usual process is to put out a notice of Board vacancies and open the process up for nominations. Rita Cummings asked if nominees are required to put forth references. There was consensus that nominations will not be taken from the floor on the day of the Membership Meeting.

The Board discussed whether to re-open the Family Representative seat, left vacant when Vicki Batkin Bjornson resigned her seat. Mandy Daly expressed the importance of having a family representative from the US on the Board and the Board agreed. The Board also agreed it would be beneficial for the person to have skills/expertise in a specific area, in addition to being a family member. The Board decided to re-open the position as an appointed position. Therefore there will be three open seats on the Board and one appointed family position open. The Board agreed also to continue efforts to search for a Board appointee from the business world.

The Board agreed upon the following:

- Jim Helm will announce the election as one with three open seats.
- The Board will appoint a US Family Representative to the Board.
- Jim Helm and Deborah Buehler will lead the effort to recruit a new Board member with business skills/expertise.
- Jim Helm will draft a by-law change proposal to reflect that an appointed Board member may be re-appointed by the Board.

### **NFI Membership Meeting**

gretchen led the discussion on how to structure this year's Annual Membership Meeting to meet the needs of the Membership. She stated that two questions often asked are why doesn't the Membership vote to approve the annual budget and why doesn't it vote for Board officers.

The Board discussed the pros and cons of having the Membership vote on the annual budget. Gloria McAnulty raised the issue of how to manage contractual agreements that hinge upon budgets. The Board decided that it would vote on the budget at the September meeting, but would present it for final approval by the Membership at the Membership meeting.

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

**Voted:** To open the approval process of the budget to the Membership at the Annual Membership Meeting, and extend all contractual arrangements until the next year's budget is approved; if problems arise? There will be a time designated to alter arrangements.

The Board discussed whether to open up the voting of officers to the Membership, a move that would require a by-law change, as the by-laws state that the Board shall vote for the officers. The Board decided by consensus not to make any changes at this time with regard to the process of voting for officers.

gretchen Lawhon asked for suggestions on how to restructure the meeting so as to be more inclusive of the Membership. The Board will ask for input from the Membership prior to the meeting as to the topics they would like to discuss (this is current practice). The Board decided that the President, gretchen Lawhon, will facilitate the meeting.

The annual membership meeting is set for the first afternoon of the Trainers Meeting, Wednesday, October 26, 2016.

The last Board meeting of FY15-16 will be the day before the Trainers Meeting, Tuesday, October 25, 2016. The Board and the membership wished to preserve the opportunity to engage with one another during the Trainers Meeting free time. By consensus the decision was made to hold the first meeting of the FY16-17 upon the conclusion of the Trainers Meeting, on Saturday afternoon, October 29, 2016.

### **Board Priorities for Next 6 Months**

#### *Revenue Priorities*

##### 1. Corporate support (membership, sponsorship, exhibitors)

The targeted amount to be raised was \$30,000. Thus far \$21,000 has been raised (Dr. Browns and Sonicu). Both sponsors have been informed of the opportunity to exhibit at the meeting in Italy. gretchen Lawhon will confirm that the Italian hosts are making accommodations for exhibit space and will ask them if they have a list of potential meeting sponsors to approach.

The consensus of the Board was to continue pursuit of this avenue of support. Possible corporations to target: P&G; Kimberly Clark; Johnson & Johnson; Halo; General Electric (incubators). The idea of corporate membership was discussed and the Board feels that the current corporate support seems a bit like corporate membership. There was no further discussion about creating a formal corporate membership category.

##### 2. Fundraising (grants)

The Board committed to the following actions to increase fundraising:

- The Board agreed that a fresh exploration of potential foundations is warranted. Rita Cummings will contact a grant researcher who was referred to her by a friend. She will report to the Board as more information becomes available;
- Rita Cummings will follow-up with the Kellogg Foundation to determine why the recent proposal was denied and whether it may be possible to re-apply;
- Deborah Buehler will lead the way in submitting similar proposals to two other organizations.
- Jeff Alberts is still pursuing Hill-Rom as a possible corporate donor;
- Jim Helm is planning a third one day conference to be held this summer. The Board agreed to continue planning these conferences.

##### 3. Membership

The Strategic Plan targeted 45 new members.

Deborah Buehler suggested that the membership roster be circulated to the trainers. Heidelise Als reminded her that a list of those who received certification but were not members was circulated last year. Many people wrote that it is against their culture to pay membership dues. Heidelise Als advocated for mailing certificates as soon as NFI Professional Membership fee payment has been received.

Other ideas suggested/discussed:

- Establishment of an entry level membership category to be called "General Membership"; possible general membership rate: \$30-\$50;

- Appeal to those who have “Signed-up” to become Friends of NIDCAP for \$15.00;
- Offer a membership category for those attending conferences;
- Send a survey to current members asking what the NFI is doing right, and what might be done differently;
- Send a survey to those whose memberships have lapsed to ask why they are no longer members; what would draw them back.

### *Program Priorities*

#### 1. Training and certification expansion

The Board discussed how to triage training requests. The requests are received by Gloria McNulty and either sent to Jim Helm, or responded to directly. There is agreement that follow-up is necessary. gretchen Lawhon suggested that perhaps the requests should be sent to the NIDCAP trainers Googlegroup listserv to determine interest. No formal process was decided upon.

At the last TM there was a session on advanced level trainer certifications. Agneta Kleberg and Graciela Basso applied and met criteria to be certified as Senior NIDCAP Master Trainers. There is a lack at the NIDCAP Master Trainer level. H. Als suggested that this session be repeated again at this year’s meeting sine a number of European Training Center representatives missed last year’s TM..

#### 2. NFI Foundational Education

All agree that the development of NIDCAP foundational education opportunities is a priority. There is a specific request from Massachusetts General Hospital for such a conference/workshop. The Board will continue to develop this idea.

3. Program revenue. The development of e-learning modules as a revenue stream remains a priority. Heidelise Als recently put out an appeal to the Membership for their expertise/suggestions in developing online educational modules. Heidelise Als asked Deborah Buehler, Gloria McNulty and Sandra Kosta to lead this activity. Rita Cummings will discuss with them the use of “NING” as a platform for setting up such modules. Jim Helm mentioned that Mead Johnson may be interested in funding e-learning development.

### **Meditation Session**

Rita Cummings led a brief meditation exercise.

### **Succession Planning**

gretchen Lawhon stated that it seemed there was no interest in discussing succession planning. Deborah Buehler asked gretchen Lawhon if she had recommendations on the topic of succession planning. The one topic that she brought up was the possibility of changing the by-laws so that the organization’s President is not up for re-election to the Board while holding the Presidency. It was discussed that a Board member, whom the membership failed to re-elect might not be an appropriate person to hold the Presidency of the organization. Deborah Buehler suggested that a task force should be formed to develop a proposal to bring to the Board.

### **Summary of NFI morning discussion**

Before breaking for lunch, the Board discussed the afternoon’s agenda and the agenda for the second day’s meeting. It was decided to discuss the consent agenda and Finance during the first day’s afternoon. The topics to be covered at the second day’s meeting were established to be: Review & summary of the first day’s meeting; the annual NIDCAP Trainers Meeting; and endorsement. Due to the early departure of several Board members, Friday’s meeting was set to end at 2:00PM.



## **Consent Agenda**

gretchen Lawhon asked if there were any questions/proposed changes to any of the following reports/minutes:

- Advancement Committee Report
- Governance Committee Report
- Program Committee Report
- President's Report
- April 21, 2016 NFI Board Conference Minutes

Heidelise Als will submit an edited Program Committee Report with the following modifications: 1. Reverse the order of the Brest and WakeMed NIDCAP-certified nurseries; and 2. Change the year to 2016-17 of expected establishment of the NIDCAP training center at Stollery Children's Hospital, Royal Alexandra Site NICU, Edmonton, Alberta, Canada.

**The Consent Agenda was approved by consensus.**

## **Finance**

Dr. McAnulty distributed hard copies of the FY15-16 mid-Year report to the Board and gave the report. She reported the opening balance as \$38,443 plus a PayPal balance of \$548.62. Total income was reported as \$139,465.58 (donor: \$24,538.38; membership: \$47,570; NNACP: \$19,692.65; Education: \$8,672.93). She reported the Total Expenses as: \$99,389.05, categorized as Advancement: \$11,577.50; NNACP: \$47,477.89; Education: \$11,850.46; and Administration: \$28,513.20. The net income was reported as \$40,076.53.

gretchen Lawhon pointed out that the charges listed under the Arizona Trainers Meeting 1-Day Conference expense should be moved to the Trainers Meeting – Program Support line item. Those expenses will be moved to the appropriate line item.

Gloria McAnulty explained that the *Legal Fees* line item had exceeded the approved budget amount due to the unexpected renewal due date of the international NIDCAP trademark.

Jim Helm pointed out that nine people who donated had indicated they wanted to be “Friends of NIDCAP”. Sandra Kosta will reclassify those individuals in the accounting.

Gloria McAnulty reported that today she received the Buehler Family grant of \$50,000 as well as \$5,000 restricted funds. This will be reflected in the next reporting of the budget status.

Gloria McAnulty distributed hard copies of the year's projections which indicate that at the end of the year the budget will be at a break-even point not carrying forward as much as in the past.

The Board discussed what decreases might be possible in spending or increases in income. Jim Helm mentioned the possibility of conducting online Board Meetings as opposed to in-person meetings. The Board also discussed the possibility of raising membership fees (e.g. professional dues: \$130; Training Center dues: \$1900); or raising NNACP application fees to \$12,000. There was resistance to raising the NNACP fees as it seems the current costs may appear prohibitive already, especially in the US. There was also resistance to raising membership dues as the increase would not translate to much of an increase in revenue. The Board agreed that the pursuit of corporate sponsorship may be a better path to increase revenue.

## **By consensus, the Board approved the Financial Report**

The Board discussed the renewal of contracts for the administrative personnel: NNACP Director, Rodd Hedlund and the Financial Operations and Administration Director, Sandra Kosta. No contractual changes will occur at this time and any change in income/percentages can be revisited in the Fall.

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

**Voted:** To renew the contracts for the NNACP Director and the Financial Operations and Administration Director for another year.

## **New Business**

### *Intellectual Property*

Gloria McAnulty reported that she was contacted by Jacques Sizun regarding a request for NIDCAP training from a breastfeeding group based in France. He indicated that the French chapter has a good rapport with this organization. The organization is proposing to train their breastfeeding trainers in “developmental care”. The group has received Erin Ross’ training, and training from Nadia Bruscheiler and now approached Jacques Sizun for NIDCAP training. Dr. Sizun wrote to them that NIDCAP training is extensive and is a trademarked program. They seem to be aware of copyright laws. Their representatives would be NIDCAP trained and certified as NIDCAP Professionals yet likely might not wish to be certified as NIDCAP Trainers. Some Board members saw a conflict, others did not. All Board members were in agreement of the importance to clarify for the organization that their certified NIDCAP Professionals would not be in a position to certify their own members unless they were to become NIDCAP Trainers themselves. The Board suggested that Jacques Sizun propose training to the organization to help them become NIDCAP Professionals.

## **Friday, May 6 2016**

### **gretchen Lawhon opened the meeting at 8:30AM EDT and reviewed the agenda**

#### **Review of first day’s meeting, 5 May 2016**

##### *Accomplishments*

1. Continuation of 1-day conferences
2. Corporate sponsorship is taking off
3. Family advisory council
4. Developmental Observer transition to include abstracts of accepted presentations at the Trainer’s Meetings
5. Social media/web presence in general
6. QAAC

##### *Challenges*

1. Revenue issues
2. Lack of ED
3. Lack of enough staff support
4. Collaboration between Board and general membership.
5. FINE educational training
6. Interpersonal relationships
7. Meeting the needs of trainers

### *Board Structure*

- The biggest theme was that more money was needed.
- Discussed extending the 1-day conference model for another year and then try to expand to a national conference.
- In agreement about the development of other advisory councils – professional council and a business council.

### *Elections*

- There will be three open seats with two incumbents, additionally a family representative will be Board appointed.
- The Family Advisory Council co-chair will make recommendations for the appointed seat.
- The Board will continue to think about who might fill another Board seat in the future.
- Jim Helm agreed to draft a formal proposal on a by-law change that would allow for appointed members to be re-appointed to the Board as opposed to being elected by general membership upon term end.

### *Membership Meeting*

- gretchen Lawhon will facilitate the Membership Meeting.
- The Board will approve the budget in September and put it to vote at the NFI membership meeting.

### *First Board Meeting of FY16-17*

The first FY16-17 Board meeting will be held on the final day of the Trainers Meeting, Saturday, October 29, 2016.

### *Board Priorities:*

1. Continue to focus on revenue sources
2. Grow corporate sponsorship – (gretchen Lawhon will verify there is space for exhibitors at Italy meeting)
3. Continue fundraising efforts with grant foundations
4. Plan the third One-day conference
5. Continue to tweak the current one-day content to reflect NNACP/foundational content (to be piloted late fall)
6. e-learning modules
7. Work toward engaging more Master Trainers
8. Work toward foundational education

### *The Board Approved the Consent Agenda*

#### *Membership Fees*

A potential increase was discussed, as they have not been raised in many years. This topic will be brought to the Membership Meeting.

### *The Board Approved the Financial Report*

*The Board Approved Renewal of the positions of the NNACP Director and the Financial Operations and Administration Director..*

#### *FINE Program*

Jeff Alberts asked when the FINE program will move from challenges to accomplishments. gretchen indicated that as soon as she completed a formal response to Inga Warren (which she will complete within a few day and send to the Board for review). Heidelise Als recommended restating the offered agreement in the reply. Once the letter is sent, FINE will become an accomplishment and the endorsement will be posted on the NFI website.

## **Annual NIDCAP Trainers Meeting**

gretchen Lawhon reported that she has been guiding Jean Powlesland to assume the role of Trainers Meeting Program Planner and that Deborah Buehler joined the NIDCAP Trainers Meeting Work Group (NTMWG) to represent the Quality Assurance Advisory Committee. Nikk Conneman led the Board discussion on the trainers meeting design and content.

### *Purpose of the NIDCAP Trainers Meeting*

The NTMWG was charged with defining the purpose of the meeting. They defined it as follows: *Through state of the art presentations, integrative workshops and reflective processing sessions, the annual NIDCAP Trainers Meeting is designed to educate, support and inspire NIDCAP and APIB Trainers as well as members of the NFI.*

### *Meeting Program Content*

A subgroup of the NTMWG concluded that the meetings do not necessarily meet the needs of Trainers and questioned whether it is a Trainers Meeting or an open membership/scientific meeting. They feel the following is missing from the Trainers Meetings: The topics of techniques of training, site visit issues, how Trainers plan their days, how long a typical training day is, and training issues in different cultures. They were in agreement that the meeting is also important for networking. The Board discussed whether to attempt to meet all the needs at one meeting. Jim Helm pointed out that the meetings seem to have evolved into ones where the sessions' content is geared more for a general NIDCAP meeting, rather than specific to the Trainers' needs. He feels that as the organization has grown the Trainers need more guidance in their own training. Instead of designating a day for Trainers and a day for general topics, it was agreed that the entire meeting should be geared for Trainers.

It was suggested that two separate meetings be held at different times, but most felt it will be impossible for Trainers to attend two separate meetings. It was suggested to have different tracks at one large meeting, but it was agreed that this model does not work as too many people would need to be in more than one place at one time.

The Board also discussed, who is responsible for determining the content of the meeting. The Board felt that the responsibility has shifted from the NTMWG to the meeting host. The Board agreed that the overall responsibility lies with the NIDCAP Trainers Meeting Work Group, but that the host is free to weigh in on the overall theme. The Board also thought there may be too many different topics at the upcoming meeting.

### *Length of Meeting*

Dr. Conneman proposed a three day Trainers Meeting, two days geared to trainers plus a one day open research day. Most Members of the Board agreed that limiting the meeting to three days diminishes the opportunities for networking and social gatherings, which aid in nurturing and revitalizing the attendees, and also limits the meeting hosts' chance to share their culture with their NIDCAP peers. Most Board Members agreed to the value of the free time spent together outside of meeting time.

### *Attendees*

Historically the meeting has been by invitation only; Training Centers are free to invite whomever and as many people as they like. The Board discussed whether the meeting should be open to Trainers only, as well as Trainers-in-Training and Center Directors, or the latter plus anyone a Center Director wishes to participate. Heidelise Als was supportive that it should be a Trainers and Trainers-in-Training meeting. She was also in favor of inviting those, who may be groomed down the line to become Trainers. In order for the Trainers to feel nurtured themselves those they bring have to hold their own at the meetings. Nikk Conneman stressed the need for the environment to be safe for the Trainers to voice their opinions/feelings. gretchen Lawhon asked if it is

problematic to have additional people attend if the goals of the meeting meet the needs of the Trainers. Nikk Conneman expressed concern that the topics will be diluted to reach the general audience.

The Board also discussed whether or not the Trainers Meeting should be open to NFI Members only and whether should a higher registration fee should be set for non-members who attend the meeting. It was stated that the Modena meeting hosts wish to invite 30 professionals from around the country. No formal decision was made to charge a different rate for non-members.

#### *One Day Meeting*

gretchen Lawhon stated that the meeting hosts from Modena requested to eliminate the one-day open meeting. She added that the hosts of the 2017 meeting (Edmonton) have also stated they did not wish to have a one-day open meeting. Nikk Conneman raised the concern that the meeting host as opposed to the NTMWG or the Board is making these decisions. It was explained that since there is no formal financial relationship between the NFI and the meeting host, it is difficult for the NFI to dictate how the contracts are drawn up for each meeting and the complexities of hosting a separate one day meeting with separate registration fees may be unmanageable for some institutions. If the NFI were to have a conference coordinator managing the meeting(s) then the planning could be more flexible. gretchen Lawhon foresees that the one day conferences will resume sometime in the future.

#### *Membership Meeting*

The Board evaluated whether it makes sense to have the Membership Meeting in the middle of the Trainers Meeting. It was decided that in order to maximize attendance at the Membership Meeting it had to be held when many members were gathering for another reason so it will continue to be held during the Trainers Meeting.

#### *The Board agreed on the following:*

- Maintain the 3.5 day (full day, half day (free afternoon), full day, half day (meeting ends at noon).
- Consider reiterating to the trainers (via an email from the Work Group) the purpose of the meeting and the responsibility they have for their trainees/invitees while at the meeting (e.g. giving time to consider the invitee choices).
- The meeting's program content will set by the NIDCAP Trainers Meeting Work Group and geared to the Trainers.
- Consider modifying the current practice of giving a \$5,000 stipend to the meeting host, to one that is a loan of \$5,000 with the understanding that it will be repaid to the NFI if a profit is made on the meeting.
- Consider modifying the schedule for the 2017 meeting in Edmonton (e.g. three day meeting; evening sessions)
- No formal decision on charging extra for those, who are not NFI members
- Nikk Conneman, Jean Powlesland, gretchen Lawhon, and Deborah Buehler will discuss the decisions made here before meeting again with the Trainers Meeting Work Group.

Wish list for program: Small in-depth group reflective sessions so as to maximize effectiveness and a keynote on training aspects; a keynote address that lends itself to small group discussions.

#### *10:00AM EDT - Jim Helm left the meeting*

Nikk Conneman suggested that the Edmonton meeting be planned after the Modena meeting. He suggested an evening session of storytelling for trainers/trainers-in-training where 2-3 people tell a story about their training and then offer an open discussion of the topic.

## **Endorsement**

The Board discussed the endorsement policy revision submitted by Kaye Spence prior to the meeting. Heidelise Als reported that she edited the policy and sent it back to Kaye Spence; she had not heard back from Kaye Spence prior to this meeting.

The general feeling by the Board was that as the proposal revision seemed prohibitive. Some specific comments/recommendations included:

- Make wording consistent
- Make *Part C. Reporting* optional, not a requirement (or remove it altogether as evaluation of events is not the norm in all countries, nor is it enforceable)
- The history section is good but can be used internally only
- Turn the application form into a fillable form.
- Remove the requirement to submit Public Liability/Professional Indemnity Insurance and Code of Practice, as not all events will have these documents.
- H. Als agreed that she will share the Board's comments with Kaye Spence and work on the next revision of the Policy.

Other thoughts/decisions made regarding NFI Endorsement

- Time to remind the trainers of the opportunity for endorsement;
- Develop an Endorsement Task Force;
- Outreach and Advertising of Endorsement opportunities will reside with the Advancement Committee;
- Application processing will reside with the Program Committee;
- In order to relieve existing Program Committee members of the vetting process, it was suggested to invite someone new to take on this specific role under the authority of the Program Committee. This is an opportunity for members to get involved.

(gretchen Lawhon will communicate the decisions regarding the policy with Kaye Spence, and then run it by the Board again. She will also ask Kaye Spence how she envisions the workings of an endorsement task force.)

## **Succession Planning**

gretchen Lawhon led this session and stated that it would behoove the Board to think about long range planning and discuss how the NFI will sustain itself in the future. Prior to the meeting Kaye Spence drafted and distributed a proposal for a succession plan that advocated for resignation of the founding members at their next term end. The Board discussed the proposal, as well as reviewed what has been done thus far to secure the future of the NFI.

The discussion began with the topic of whether a one year term is long enough for the President. The Board agreed that without an Executive Director in place to maintain continuity, the one year term seems too short. No formal decision was made to change the terms of the Presidency.

The discussion continued with a focus on the succession plan suggested in Kaye Spence's proposal. Some Board members expressed the importance of rotating new people onto the Board prior to the long term members departing from the Board. Some Board members believe that the Board is evolving fairly quickly and they reviewed what they have put in place already to secure leadership succession: 1. Several years ago the Board altered the status of the founding members, replacing their 5-year, Board appointed terms, with three year terms elected by the membership; several new Board members have been elected to the Board over the past few years; the Founder stepped down as President allowing someone else to lead the organization.

The Board was in agreement about the importance of grooming others to take over the leadership of committees. There is concern that: 1. Few people have stepped up to get involved, let alone take over, and 2. Individuals have not been identified to take on certain roles. For example, Heidelise Als voiced concern that there is currently no person in place to maintain future programmatic training aspects of the organization. She foresees spending time nurturing someone who will move into this role, but as of yet, the person has not been identified. Gloria McAnulty stated that she would welcome someone to come onto the Board as an Assistant Treasurer who would then move into the Treasurer's position.

Some Board members voiced concern over rushing to rotate experienced individuals off the Board and wonder where the motivation to do so originated. The implication is that the Membership wishes to see a change in Board structure. It was suggested that the topic be discussed with the Membership so that they have a chance to voice their concerns and suggestions and at the same time the Board can reassure them that plans are in place to secure the NFI's future.

Rita Cummings explained that the work of a Nominations Committee will be to organize a plan for recruiting new members, specifically how to recruit members who may take over the roles of the officers, and how to recruit a President-elect.

#### Conclusions:

- The core strength of the Board is with those who are experienced; It will take time before it evolves;
- The Board largely seemed not eager to make major immediate changes, as there is a plan in place for growing and expanding the Board.
- All agreed that proactive planning for the future is important;
- All agreed that it is important to raise awareness within the Membership of the plans to secure the NFI's future;
- All agreed to encourage people to get involved in committee work as an avenue for joining the Board;
- Descriptions of Board positions will be drafted;
- Descriptions of committees and their work will be drafted;
- The Board may seek advice from Norma Fogelberg;
- The Nominations Committee will address the document drafted by Kaye Spence;
- Rita Cummings will work with the nominations committee;
- Officers will be asked if they want to remain in their roles, shift to another officer position, or give up their roles entirely;
- At the Membership Meeting, the Membership will be presented with the opportunities that are available on committees, the skill sets that are sought;
- gretchen Lawhon will respond to Kaye regarding her draft of a succession plan;
- All agreed that it may be beneficial to open the succession planning topic to the Membership to hear their thoughts firsthand.

#### **Unfinished business**

#### **Membership Meeting Agenda Topics**

- gretchen Lawhon will facilitate the Membership Meeting;
- The FY16-17 budget will be sent to the Members prior to the meeting;
- Descriptions for board positions; committees (opportunities for members to become involved) together with an invitational text will be sent to Members prior to meeting;

- At the meeting itself Rita Cummings will present the opportunities available to membership;
- Vote on proposed FY16-17 budget;
- Election of Board members;
- Other possibilities for encouraging dialogue at the meeting:
  - Rita Cummings suggested holding a “world café” break out session that would offer the membership an opportunity to air concerns/ask questions in a smaller setting. Tables would be designated with a particular topic of concern or will represent a different committee. A member of the Board will lead the discussion at each table. Throughout the activity one may also post to all attendees the topics that arise at each table. At the end the Board members would come back together and discuss what arose at their respective tables.
  - Strategic seating of Board members at the general NIDCAP Trainers Meeting in order to give the Board members opportunity to get to know a training center well, and give the attendees the opportunity for dialogue with a Board member.

These suggestions will be taken into consideration in the final planning of the Trainers Meeting and Board Meetings.

### **The Focus of the October 25<sup>th</sup> Board Meeting**

The Board discussed the topics that shall be addressed at the last Board Meeting of the FY15-16:

- Revenue update and future options;
- Updates in all priority areas established at May 2015 meeting;
- Family Advisory Council updates;
- Succession planning (a review of what will be presented to the Membership);
- Report from the subgroup on Science and Research (Jeff agreed to prepare this);
- How to engage trainers to think about opportunities to move up training levels.

*1:30PM EDT Sandra Kosta left meeting*




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**Sandra M. Kosta, BA**  
**Financial Operations and Administration Director**