



**NFI Board of Directors Meeting FY 2018-2019  
Sheraton Portsmouth Harborside Hotel  
Portsmouth, New Hampshire, U.S.A.  
Friday, October 4, 2019  
0900-1730**

**Members of the Board attending:** Heidelise Als, PhD, Deborah Buehler, PhD, N. Conneman, MD, Mandy Daly, ACII, DLDU, Jennifer Degl, MS, James Helm, PhD, Gloria McAnulty, PhD, Jean Powlesland, MS, RN, Dalia Silberstein, PhD, RN, Dorothy Vittner, PhD, RN, CHPE

**Executive Director of Administration and Finance:** Sandra Kosta, BA

**Scribe:** Debra Paul OTR/L

**Welcome and Review of Agenda**

Deborah Buehler called the meeting to order at 9:00 am and welcomed the Board of Directors, with a special greeting to Jennifer Degl, who was attending her first in-person Board meeting .

**Reflection**

Deborah Buehler recognized that this is the last Board meeting for James Helm and Heidelise Als. As founding members of the NFI Board of Directors (BOD), they both leave significant legacies for their contributions to NIDCAP and NFI BOD.

**Consent Agenda for the NFI Annual Committee and President's Reports**

Deborah Buehler asked if there were any changes to the NFI Annual Advancement, Governance and Program Committee Reports and /or the President Report that had been previously circulated. Several edits for the Program Committee report were indicated, which Dorothy Vittner will address. J. Helm made a motion that the Advancement, Governance and Program Committee Reports and the President's Report be accepted with changes noted. J. Powlesland seconded this motion.

***Upon motion duly made, it was unanimously***

**Voted:** to accept the Annual Advancement, Governance and Program Committee Reports and the President Report, with the changes outlined.

***Outstanding NFI Board Conference Call Minutes***

Jean Powlesland sent out revised BOD Minutes from the September 9<sup>th</sup> video conference call a week prior for the Board's final review. J. Helm made a motion to accept these revised minutes, which was seconded by H. Als.

***Upon motion duly made, it was***

**Voted:** to accept the revised September 9<sup>th</sup> BOD Conference Call Minutes. (Votes: 9 Ayes; 0 Nays; and 1 Abstention)

**Program Committee**

***World NIDCAP Day (and Month): Impact on Training and Education***

Dorothy Vittner asked for the Board's review and insights from the NFI's first annual World NIDCAP Day (WND) and month.

- D. Vittner described the WakeMed's nursery's positive experience celebrating WND and increasing awareness of these efforts. She communicated that the hospital's marketing department relied heavily on the NFI's information highlighting the significance of WND, including the development of educational posters. D. Vittner shared that celebrating NIDCAP work peaked nursery staffs' interest and that a special educational program was developed for night staff.
- M. Daly communicated the importance of learning from the experiences and expectations of NICU teams that celebrated World NIDCAP Day. This will be very important to modify how the NFI can assist with how to make celebrations most meaningful. She suggested that the BOD create a feedback form to send to NIDCAP Trainers to explore their 2019 WND experiences and suggestions for future ones.
- Juzer Tyebkhan commented that the WND materials provided in advance were helpful. He shared that at his hospital opportunities to participate were limited due to staffing. The challenge described for the Canadian NIDCAP training center is that without a hospital marketing department to rely on, his training center has additional work to promote the event. Nikk Conneman expressed a similar sentiment.
- The Board discussed the limited lead time to prepare for the 2019 WND (and month) with greater opportunities for member participation in the subsequent years. J. Tyebkhan commented that clarity on the exact goals and the audience for WND would be helpful.
- J. Helm commented that emphasizing education and training is important when we celebrate WND.

- H. Als suggested the development of an NFI packet of materials with an accompanying template letter for hospital marketing departments and/or key stakeholders. The letter could include the statement “Your hospital is a recognized NIDCAP Training Center...”
- The BOD discussed how to best reach individuals outside our communication circles, specifically hospital teams that are not part of NIDCAP training centers and/or do not have NIDCAP Professionals on site.
- Based on a March of Dimes strategy, J. Degl suggested that the NFI ask families to share their experiences of the NIDCAP model of care. J. Tyebkhan further offered that families could share their stories regarding “why” NIDCAP was helpful and “how” they experienced NIDCAP’s benefits.
- N. Conneman spoke to barriers in Dutch health care system and described how WND is an opportunity to emphasize the importance of NIDCAP for key stakeholders to see.
- H. Als pointed out that NIDCAP is most successful when individuals have internalized its philosophy and caregiving approach. J. Powlesland commented on the importance of articulating that NIDCAP care is being provided within nurseries.
- M. Daly asked whether statements or taglines could be generated to share with NIDCAP members to deliver messages to share on WND. One suggestion was “NIDCAP humanizes care.” D. Silberstein asked “do we see ourselves as pioneers in humanizing care in NICU?” Board Members suggested that messaging should be sensitive to others providing NICU care.
- G. McAnulty described the importance of retaining NIDCAP’s identity, emphasizing that this a complete model of philosophy and practice. The long term goal is for NIDCAP to become a universal standard of care. To support dissemination of NIDCAP, J. Degl suggested that existing NICUs that are practicing the NIDCAP model should use NIDCAP terminology.

The planning and implementation of WND will continue to reside within the Advancement Committee.

#### *Sustaining NFI Training & Certification Opportunities*

D. Vittner led a discussion on the complexities and priorities around NFI Training and Certification opportunities. This was a preliminary discussion that will be further explored with participants attending the upcoming NIDCAP Trainers Meeting (NTM).

- N. Conneman wondered how NIDCAP can be acknowledged by governments and key healthcare stakeholders. M. Daly spoke to the success of the EFCNI’s Position Papers that are shared with public officials and parent organizations. She stated that the variety of stakeholders both creates support for the work as well as builds alliances. M. Daly proposed that the NFI could draw from this model and develop “NIDCAP Position Papers”. J. Degl shared she has been engaged with similar activities and agreed that creating

position statements are excellent resources. N. Conneman suggested that papers emphasize family relationship based caring. D. Vittner spoke to the need for strong developmental guidelines.

- H. Als described NIDCAP’s emphasis on families and their newborns, in contrast to other groups that focus on one or the other. D. Vittner motioned that the BOD consider modification to NIDCAP name to change how we describe NIDCAP (see below):
  - **N:** Newborn and Family
  - **I:** Individualized
  - **D:** Developmental
  - **C:** Care
  - **A:** Assessment
  - **P:** Program

N. Conneman offered a second to the motion. D. Vittner clarified that the acronym NIDCAP would not change, instead the word “family” would be incorporated into the first letter “N”) of NIDCAP.

***Upon motion duly made, it was***

***Not Carried:*** to change the definition of the “N” in NIDCAP to include “Newborn and Family”.

(Votes: 4 Ayes; 6 Nays; and 0 Abstentions)

Further discussion ensued following the motion that was defeated. D. Silberstein stated that NIDCAP is also about evidence-based practice, relationships, etc. and we may want to give more thought to any change in the definition of NIDCAP. J. Helm commented that there may be other ways to emphasize families, such as their inclusion in the NFI’s mission statement. J. Tyebkhan commented that the description of NIDCAP as it is already a long name, without adding an additional description. D. Vittner stated that the process of simplifying the NIDCAP training process is daunting. H. Als commented that If we must learn to read the baby to be able to work appropriately with their families. G. McAnulty stated that this is a momentous decision and one that should be given time to consider because this would change how our organization presents itself. J. Helm supported discussion of this topic with NIDCAP Trainers and the membership. M. Daly shared that another group went through a similar process to develop a name and that lead to months of discussion before agreeing to the chosen one. M. Daly agreed that it would be important for this the discussion to include the NFI membership.

***Upon motion duly made, it was***

***Voted:*** to hold further discussion on the topic of redefining of the “N” in NIDCAP to include “Newborn and Family”. (Votes: 9 Ayes; 0 Nays; and 1 Abstentions)

### *NIDCAP Nursery Program*

D. Buehler expressed that the NIDCAP Nursery Program is the NFI's flagship program to support the realization of well-integrated NIDCAP implementation. N. Conneman stated that he discussed with Karen Smith, MEd, BSN, RNC, Co-Chair of the NIDCAP Nursery Program and Site Review Team Member, the need for fine-tuning of the scoring manual. N. Conneman asked if a formal process is in place for feedback and revision. D. Vittner described how the language and complexities involved in interpretations may depend on patient populations and countries where hospitals are located. A process for continuous evaluation of NIDCAP Nursery needs to be put in place. H. Als reiterated that the NIDCAP Nursery Program is a product of the NFI. D. Buehler articulated it is important that NFI keep the NIDCAP Nursery Manual up to date and relevant.

### **Governance Committee**

#### *2020 Membership Survey Recommendation*

There are no plans for the 2020 survey underway at this time. The last electronic survey, performed in 2018, yielded a 25% response rate. In 2019, the BOD held individual communications, including phone calls, meetings, and emails, with NIDCAP Trainers for outreach as well as for NFI membership feedback. Going forward, D. Vittner asked for clear understandings of the goals for Board/NIDCAP Trainer discussions in place of membership surveys. J. Helm stated that if the BOD only asks NIDCAP Trainers for input, NFI members' perspective may become lost. D. Vittner offered that careful consideration on the tools being used to gather data/information should be made. N. Conneman stated that the Board should be clear about the information that is determined to be important to gather. J. Tyebkhan described the theme from the NFI survey from two years ago was on communication and recent ones include training pathways and financial sustainability of the organization. N. Conneman asked the BOD to reflect on organizational changes and work generated as a result of survey responses. D. Vittner discussed the importance of organizational engagement from members. N. Conneman added that the NFI should consider how to best sustain our members. J. Helm described that it remains important to be responsive to the themes that are learned from the membership. D. Vittner reiterated that it is critical to determine what information is being sought from NFI surveys, such as ways to increase membership and/or member engagement. J. Helm suggested that the Governance Committee identify an outcome measure. And D. Vittner,

on behalf of the Program Committee, expressed interest in participating in the development of future NFI survey outcome measures.

*BOD Composition and Member Resignations*

The BOD is seeking to balance skills needed for the effective governance and stability of the organization. J. Helm reminded the BOD that NFI members may nominate themselves or appoint others with relevant board skills.

M. Daly suggested placing a suggestion box out during the NIDCAP Trainers Meeting for NFI members to offer feedback, questions and ideas for the BOD's review and consideration.

*Membership and Training Database*

J. Powlesland proposed updating and integrating the membership enrollment system (e.g., name, email address, etc.) for ease in accessing information. D. Vittner has a contact about membership database. The NFI is in need of an efficient, automated database. D. Buehler summarized that an updated database is a high priority.

*Membership Fees*

The Board discussed how student membership fees are paid in an effort to understand how to ensure transitions to NIDCAP Professionals upon certification. For example, some NIDCAP Trainers pay for their trainees' student memberships. H. Als stated that it is the trainer's responsibility explore with their trainees who will pay for their memberships. J. Helm suggested that a Hospital Membership category be created, to cover all the individuals from that site. Many hospital professionals pay for their respective disciplines' professional dues which becomes costly. D. Vittner proposed that NFI Members pay NIDCAP Trainers Meeting registration fees that are kept as close to cost as possible and that nonmembers, attending the meeting pay an increased registration fee (both to support the NFI as well as to encourage membership).

The NFI BOD Meeting adjourned at 12:07 pm for lunch.

The NFI BOD Meeting resumed and was called to order by D. Buehler at 1:20 pm

**Advancement Committee**

*Expanding Resources/Corporate Partners*

The NFI currently has levels of sponsorship opportunities (\$10,000, 25,000 and 50,000).

J. Helm discussed the development of financial resources to improve the NFI's stability. D. Buehler has been in contact with strategist, Sandra Miley to explore how to craft the NFI's

messaging for successful fundraising. J. Helm reported there are prospective financial contributors that are being explored. N. Conneman described contacts in Europe. And M. Daly added would be helpful to explore Silke Mader's relationships and contacts in Europe. The NFI's list of projects to fund will be updated and used when speaking to prospective sponsors. J. Helm reminded the Board to add in administrative costs for funded projects. H. Als articulated the importance of attaining funding to sustain NIDCAP work.

#### *Committee Chair*

J. Helm is stepping down as the Chair of Advancement. D. Buehler will serve as interim Chair during the transition period.

#### *Family Advisory Council*

M. Daly described the current make-up of the council. J. Degl proposed that video vignettes with families that received NIDCAP be created and posted on-line. M. Daly has been invited to speak at the European Global Preemie Support Summit in December. She suggested that it will be important to have a NIDCAP presentation offered at next year's conference. D. Buehler has reached out to Ann-Sofi Ingman and her co-authors of a book for families about NIDCAP to explore sharing on our website. A.-S. Ingman is pursuing the book's translation into English. J. Degl communicated she is seeking Blog submissions for the NFI website. J. Helm shared that NIDCAP Training Centers have provided highlights of activities happening in their respective hospitals/Training Centers. He will prepare a summary of this work for the November blog to coincide with World Prematurity Day.

#### *Fundraising*

J. Degl described fundraising opportunities on Facebook and that could be promoted with World NIDCAP Day. J. Degl, M. Daly and J. Helm will be contact a Irish water wipes company to explore their interest in partnering with the NFI by providing participation incentive items for the Facebook fundraising event. J. Tyebkhan asked if information about Facebook's crowdfunding activity could be shared at the NFI Membership Meeting. M. Daly and J. Degl will provide this information for NIDCAP members. M. Daly commented that the NFI needs to be vetted by Facebook to be an approved non-profit organization to receive donations. M. Daly will work with S. Kosta on pursuing gaining approvals.

#### **NFI Organizational Priorities**

The Board reviewed the priorities identified in the NFI's Strategic Plan, including: Organization Infrastructure; NIDCAP/NIDCAP Nursery Program/NIDCAP Foundational Education; Global awareness of NIDCAP; NIDCAP Training and next generation of NIDCAP Trainers; Underserved areas; and Scientific resources. J. Powlesland recommended that

the Board develop Specific, Measurable, Achievable, Realistic and Timely (SMART) goals. Tracking progress made can be shared at annual NFI Membership Meetings. J. Helm proposed that over the next three months, SMART goals are established for NFI priorities. D. Buehler will follow up with the Board of Directors.

### Finance Committee

#### *Finance Committee Report*

G. McAnulty provided an overview of the NFI FY 2018-19 End of Year Financial Committee Report and submitted it for approval. It was noted that during the year, the NIDCAP Nursery Program did not generate income. J. Helm motioned to approve the report and H. Als seconded it.

***Upon motion duly made, it was unanimously***

***Voted:*** to accept the NFI FY 2018-19 End of Year Financial Committee Report.

### *Proposed FY 2019-2020*

G. McAnulty reviewed the Proposed Budget for the NFI FY 2019-20 and invited Board discussion. Raising membership rates for Training Centers, Professionals, Students, and Families was proposed. J. Powlesland proposed using volume based NIDCAP Training to identify membership fee, that is those who train more will pay a higher fee. D. Vittner proposed a Membership Drive (i.e., each Board Member could be encouraged to bring in five new members). Finance Committee Member, Erin Ross, PhD, CCC-SLP, proposed a licensing fee for NIDCAP training. G. McAnulty proposed that the \$5,000 seed money that is provided to the NIDCAP Trainers Meeting host site be made as a loan that is recouped after registration fees are collected the meeting costs are paid. H. Als described that the NFI's Executive Director of Administration and Finance position is currently supported by Boston Children's Hospital's Neurobehavioral Infant and Child Studies. This department is projected to close next year affecting costs to be picked up by the NFI. J. Helm offered suggestions to ensure that the NFI's budget will be able to support this position, including reducing the NIDCAP Nursery Program Director's contract to a six-month period of time. J. Helm wondered if the NIDCAP Nursery Program title should be revised to capture broader NFI Program responsibilities.

Actions from the above discussion: G. McAnulty will remove the \$5,000 seed money to host the NIDCAP Trainers Meeting from the budget. These monies will continue to be available for host sites as a loan. Membership dues will increase for (new fees in USD in parentheses): NIDCAP Training Centers (\$1800.00), Student Members (\$50.00) and Professional Members (\$125.00). Family dues will remain same.



J. Helm made a motion to accept proposed budget and J. Powlesland seconded the motion.

***Upon motion duly made, it was unanimously***

***Voted:*** to approve the NFI FY 2019-20 Proposed Budget to be officially approved by the Members during the 2019 NFI Membership Meeting. ((Votes: 9 Ayes; 1 Nays; and 0 Abstentions)

**Unfinished Business**

The topics of Certification and Foundational Training will be carried over to the next Board of Directors Meeting.

- 1) Certification: For NIDCAP trainees who become certified, a discussion will be held to explore whether their certificates should be held until they become NFI Members.
- 2) Foundational Training: H. Als proposed that FINE training be considered an important ingredient of foundational NIDCAP education. The Board wondered whether completion of FINE Level 2 training might allow for NIDCAP trainees to begin formal NIDCAP training after the introductory lecture. N. Conneman commented that through FINE training, students learn about NIDCAP. Yet. within FINE there is no trajectory as to when it is appropriate to advance to NIDCAP training. J. Powlesland suggested that a baseline of competencies achieved be developed to determine readiness for NIDCAP training next steps. D. Buehler spoke to continuum of learning that could be described to support NIDCAP understanding.

D. Buehler concluded the meeting by recognizing H. Als' and J. Helm's extraordinary contributions to the NFI and the Board of Directors.

The last NFI FY18-19 Board of Directors Meeting was adjourned by D. Buehler at 5:50 pm EDT.

Submitted,



**Jean Powlesland, MS, RN**  
**Secretary, NFI Board of Directors**