



**NFI Mid-Year Board Meeting FY 2019 – 2020**  
**Video Conference Call Minutes**  
**Monday, April 6, 2020**  
**1300- 1500 pm EDT**

**Members of the Board attending:** Deborah Buehler, PhD, Fatima Clemente, MD, Mandy Daly, ACII, DLDU, Jennifer Degl, MS, , Maria López Maestro, MD, Gloria McAnulty, PhD (leaving 1215 MDT), Jean Powlesland, MS, RNC-NNIC, Dalia Silberstein, PhD, RN, Dorothy Vittner, PhD, RN, CHPE

**Absent:** Juzer Tyebkhan, MBBS, FRCPC

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

**Timekeeper (Rotating Role):** S. Kosta, BA

***NFI Mission***

*The NFI promotes the advancement of the philosophy and science of NIDCAP care and assures the quality of NIDCAP education, training, mentoring and certification for professionals and hospital systems.*

***NFI Vision***

*The NFI envisions a global society in which all hospitalized newborns and their families receive care in the evidence-based NIDCAP model. NIDCAP supports development, enhances strengths and minimizes stress for infants, family and staff who care for them. It is individualized and uses a relationship-based, family-integrated approach that yields measurable outcomes.*

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**Highlights of the meeting**

- The Mid-Year Reports of the President, Program, Finance, Governance and Advancement Committee were unanimously approved.

- The dates and venue for the 2021 NIDCAP Trainers Meeting are close to being finalized and will be hosted by the German team in Tübingen.
  - The 2020 NIDCAP Trainers Meeting’s invitee list for the virtual meeting will be discussed by the Program Committee and NTM Planning Subcommittee.
  - A preliminary discussion of the current Board structure and function was held and will continue to be discussed over the next two NFI Board of Director conference call meetings.
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**Meeting Minutes:**

**D. Buehler called the meeting to order at 11:07 MDT**

**Introduction**

D. Buehler began the meeting by reading the NFI’s Mission Statement. On the Board video conference call the previous week, the Board shared personal and professional challenges related to the COVID-19 pandemic. D. Buehler suggested that the Board reflect during the start of this call on experiences of giving and receiving hope. Board Member shared: signs of spring and completing long delayed projects; feeling connecting more than ever with other through electronic media; experiencing the sense of community as people gather on porches or driveways to talk at a distance; seeing how people are helping others in need; noticing how children are adapting; and having more time together as a family.

**Agenda items:**

1. **Consent Agenda:** The following Mid-Year President’s and Committee Reports were presented to the Board of Directors:

- Advancement Committee Report
- Governance Committee Report
- Program Committee Report
- President’s Report

J. Powlesland motioned to accept the reports as presented. D. Silberstein seconded the motion. There was no further discussion.

***Upon motion duly made, it was voted unanimously:*** to accept the President’s and Advancement, Governance and Program Committee Reports as presented. The motion was carried.

2. **Finance Committee Mid-Year Report**

G. McAnulty presented the NFI FY 2019-20 finances in the form of a spreadsheet. At this time, the NFI is expected to end the year with a surplus of funds. This is partly due to income generated from the 2019 Annual NIDCAP Trainers Meeting (NTM) and reduction in expenditures from converting the Mid-

Year Board of Directors Meeting from an in-person meeting to a virtual one. The actual amount of the NFI End of Year Balance may change if the planned Louisiana NFI conference is not held in August.

The Board discussed considerations for the NFI FY 2020-21 budget, including prioritizing an online platform for education and training and a potential increase in requests for reduced or excused membership and NIDCAP Training Center annual dues in light of financial hardships arising from the COVID-19 pandemic.

J. Powlesland inquired about the process by which NFI committees and their respective subcommittees submit requests for funding, asking that there be a specific date by which requests are submitted so all may be reviewed simultaneously. The Board may then give input on the use of discretionary funds.

At this time, the Finance Committee makes a request to Committee Chairs prior to preparing the Mid- and End of Year Budget Proposals. Committee Chairs communicate with Subcommittee Chairs for their budgetary needs and requests. Committee Chairs prioritize efforts and make recommendations to the Finance Committee, who in turn integrate requests into financial allocations for proposed budgetary line items that is presented to the Board.

D. Vittner noted that there have been duplicative requests and stated that the request process should be reviewed to improve efficiencies and decrease redundancies.

D. Vittner motioned to accept the finance report as presented, J. Powlesland seconded the motion. There was no further discussion.

***Upon motion duly made, it was voted unanimously:*** to accept the NFI FY 2019-20 Mid-Year Finance Report. The motion was carried.

***After a 15 minute break, the meeting was called back to order at 1227 MST.***

### **3. 2020/2021 NIDCAP Trainers Meetings**

F. Clemente and J. Powlesland reviewed the discussion from the NTM Planning Subcommittee's meeting from the prior week. The Board Members agreed to hold a modified 2020 virtual NTM meeting and NFI Annual Membership Meeting. In summary, there were two planning decisions that require immediate decisions:

- The German Host Team identified two sets of dates (September 24-26 or October 8-10) and meeting sites for NTM 2021. They requested guidance for making decisions on these logistics by April 8<sup>th</sup>. The Board discussed a preference for the September dates, barring any major conflict with other major conferences. F. Clemente and J. Powlesland will research conflicts with other professional meetings and holidays and confirm with the German Host Team by the next day.

- Decisions regarding the size of the meeting, including who will receive invitations, need to be determined. The Board explored the development of modified program distilled to the “essentials”. This program may lend itself to inviting NIDCAP Trainers, NIDCAP Training Center Directors and these center’s supporters, as well as the core group of NIDCAP Professionals who have made the commitment over the years. The Program Committee and NTM Planning Subcommittee will develop a recommendation concerning the NTM’s invitee list for the upcoming April 20<sup>th</sup> Board video conference call.

#### **4. Current NFI Board Process and Plans Board Structure, Responsibility & Decision-Making**

D. Buehler reviewed the documents she had sent that provided a historical overview of the Board’s organization and functioning. These included a document outlining the responsibilities of non-profit boards, 2017 Strategic Plan and 2018 Action Plan Goals and Action Steps.

In the nearly 20 years since the NFI’s Board’s incorporation, there have been six formal consultation and strategy sessions and three Executive Directors. The current organizational structure resulted from the consolidation of multiple committees that had no clear reporting structure. At this time, members of the Board have requested to further understand the scope of service and accountability of each committee and sub-committee. Committees are fairly autonomous and seek Board input and guidance on major decisions. Clarifying and formalizing this process will continue to be reviewed.

D. Silberstein inquired the names of committee, subcommittee, advisory council and task force members could be added to the NFI Organization Chart. She noted that a number of individuals participate on multiple committees. D. Silberstein suggested that diversifying efforts across work groups would strengthen the organization. D. Buehler validated the need for ongoing succession planning and continually supporting new leadership. She also stated that the NFI and committees benefit by balancing continuity and stability, drawing on expertise from individuals with long standing organizational roles, with newer voices who will become the future leaders. D. Vittner noted that the majority of the Board members (seven out of ten) are “new” Board members in their first term of service. She also stated that our understanding of how the NFI’s Board can best function is evolving. J. Powlesland noted that best practices for nonprofit Boards encourage that its members be interchangeable with subsequent elections and appointments. [Addendum: this approach may apply more clearly to Boards who are structured to oversee organizational direction, governance and fiduciary responsibilities rather than to ones who also directly manage and perform operations, such as the NFI.] D. Buehler stated a different Board structure could be explored. For instance, a Board could be formed comprised of community members with fiduciary and governance skills, while a second council or group could be developed with many of those who currently serve on the Board with programmatic interests and skills.

Due to time limitations, the Board decided to continue this discussion at the next April Mid-Year Board Meeting call. Further, D. Buehler will invite Sandra Miley, Strategic Advisor, to join our May Board call for information and advice on effective nonprofit Board structure and function.

D. Vittner thanked Board Members for their help in developing the NFI’s Position Statement on “Guidance Around the COVID-19 Pandemic” to support families’ participation in their newborns and infants’ hospitalizations. After sharing this statement with NFI members, positive feedback as well as statements of the desire for more forceful language for support of parents’ participation was received. The question arose as to whether the NFI’s statement could be revised as more is learned about COVID-19 and its integration into optimal hospital care. The consensus was that revisions are acceptable and are in alignment with what other organizations are doing. J. Powlesland requested that the NFI also send out regular messages of support the membership and followers. D. Buehler agreed and asked about how often messages of support should be sent. The Board discussed sending weekly or bi-monthly messages as a guide. M. Daly shared that many families are afraid to advocate for their infants and for themselves to professionals and hospital systems during this time of heightened participation restrictions. M. Daly described how she is actively advocating for families at various Irish hospitals. She suggested that the Board continue to share the NFI’s commitment and support for understanding the humanness of infants and the benefit of positive and comforting touch. D. Vittner also described the moral and emotional distress healthcare professionals face as they are forced to make uncomfortable caregiving decisions. D. Buehler asked if Board Members could send her material to incorporate into messages offering guidance and hope. D. Vittner suggested that the messages could be constructed in the format of the NIDCAP Nursery Program domains of infant, family, healthcare workers and the hospital environment.

The meeting was adjourned at 1335 MDT.

Submitted by Secretary Jean Powlesland

