



**NFI Mid-Year Board Meeting FY 2020 – 2021**  
**Video Conference Call Agenda**  
**Wednesday, May 19 and Thursday May 20, 2021**  
**1100 am - 1500 pm EDT**

**Attending:** Deborah Buehler, PhD, Fatima Clemente, MD, Mandy Daly, ACII, DLDU, Jennifer Degl, MS, Maria López Maestro, MD (joined at 1216), Gloria McAnulty, PhD, Jean Powlesland, MS, RNC, Dalia Silberstein, PhD, RN, Juzer Tyekhan, MBBS, FRCPC, Dorothy Vittner, PhD, RN, CHPE

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

**Consultant:** Mary Hiland, PhD

**Timekeeper (Rotating Role):** F. Clemente (Wed) and M. López Maestro (Thurs)

***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 Visioning***

*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 Meeting took place over two days. The first day focused on Board Development with Mary Hiland, PhD sharing her perspectives on structures effective non-profit Boards share. The second day was devoted to Board business.*

- *M. Hiland’s presentation was thought provoking and prompted rich discussion. The topic will continue to be explored in the future.*
- *The Mid-Year Reports from the Program, Advancement and Governance Committee, the President’s Report and the Finance Committee’s Report were approved.*
- *There has been a gratifying growth in the development of NIDCAP Trainers recently as well as anticipated certifications of NIDCAP Training Centers.*
- *The Program and Advancement Committees shared accomplishments in opening up the initial phase of the NFI’s Learning Center on the website, which has promise for both outreach and revenue.*

*Products and survey*

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**Minutes**

**Wednesday May 19**

Deborah Buehler called the meeting to order at 1104 EDT. The Board began the meeting by reflecting on ways each member has seen the NFI’s potential become realized since the start of this fiscal year.

At 1130 EDT, Mary Highland joined the meeting. After introductions, she gave a presentation to the Board of Directors (BOD) on the characteristics that define and support effective Boards. She focused on the legal and ethical duties of BOD, as well as how governing structures and policies are keys to effectiveness. There was a lengthy question and answer period before the session ended at 1330 EDT.

The BOD recessed until 1347 EDT. The remainder of the meeting was spent reflecting upon the information presented and its relationship to the functioning of the NFI. Some of the issues brought forth were clarifying which tasks and roles are “operational” and which are “governing”, and being more intentional in separating those duties. One identified opportunity included benefits for the NFI from increased membership engagement to perform many of the organization’s operational needs. Strategies to include member participation were discussed. Fundraising opportunities were also explored. BOD discussion filled the allotted time and the “next steps” session was postponed until Thursday.

The meeting was adjourned at 1508 EDT to resume Thursday at 1100 EDT.

**Thursday May 20 2021**

The meeting resumed at 1106 EDT. All Board members were in attendance (M. Maestro joined at 1430).

*Follow up from Wednesday*

Gloria McAnulty clarified that the duty of Board members to financially contribute had been discussed at a previous BOD meeting. The consensus at that time was that the policy of “give or get” NFI donations is not a requirement for this board. However, this practice may continue to be reviewed with the future boards.

#### *Consent Agenda*

J. Powlesland motioned to accept the Mid-Year Reports from the Program, Advancement and Governance Committees, the President’s Mid-Year Report and the Finance Committee budget reconciliation and initial planning document for FY 2021-2022 as presented. G. McAnulty seconded. There was no further discussion.

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

***Voted:*** to approve the Mid-Year Reports from the Program, Advancement and Governance Committees and the President and the Finance Committee’s budget reconciliation and initial planning document for NFI FY 2021-2022.

#### *Minutes*

Jean Powlesland had previously circulated the minutes from the April 14<sup>th</sup> BOD meeting and no further edits were received. She motioned to approve the minutes, with G. McAnulty seconding the motion. There was no further discussion.

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

***Voted:*** to accept the April 14<sup>th</sup> 2021 NFI Board of Directors Video Conference Call minutes.

The Board discussed how to best communicate the activities of the BOD to the NFI Membership. The BOD had previously decided to include the “highlights” of the meetings in the monthly President’s message. There has also been a request to have the full minutes sent out to the membership as soon as possible after approval. The Quality Assurance Advisory Council sends their complete Minutes each month via the member’s listserv. There is concern that too many emails from separate NFI groups may overload the members. A suggestion was made that information could instead be “batched” monthly at a predictable time. The Minutes can be posted on the website promptly after approval, in which case they are readily available to those who wish to review them. It was also suggested that the Board survey the Membership to understand the best way to communicate information.

#### **Program Committee**

D. Vittner provided an overview of the Program Committee Report, noting the many exciting developments in the growth in the number of NIDCAP Trainers and NIDCAP Training Centers. N. Conneman and D. Druart will develop seven new NIDCAP Trainers as they become Master NIDCAP Trainers. She encouraged all NIDCAP Trainers to consider their own next steps on the Training Pathways.

D. Vittner highlighted the work of the Quality Assurance Advisory Council (QAAC) and its new Chair, Graciela Basso, MD. G. Basso and the QAAC's members are facilitating updates to NIDCAP and APIB training process and developing guidelines for online NIDCAP and APIB training.

D. Vittner acknowledged that important NIDCAP work beyond what was reported in the Program Committee Report is being done. For example, she offered appreciation to D. Silberstein, F. Clemente and M. Maestro who have begun mentoring sessions for Spanish language NIDCAP Trainers.

It was suggested that a barrier to advancing up the NIDCAP Trainer seniority pathway may be the limited number of individuals at the upper levels. A five year projection of Senior-level NIDCAP Trainers into the future may help the NFI to proactively take steps to ensure sustainability of the training structure. There may be an adequate number of NIDCAP Trainers in some geographic regions of the world, yet perhaps not in others. Also, the NFI should explore the intentional support of the formation of NIDCAP Training Centers in low resource areas and support for patient populations that are underserved (i.e. infants with cardiac conditions). Another barrier for growth may be the structure of NIDCAP Training Centers operating independently of the NFI. D. Vittner thought the BOD might spend dedicated time discussing and exploring ways to be proactive about future growth.

There was a discussion that the NFI should have clear accounting of NIDCAP Trainers' activity, current and future, and how many individuals are currently undergoing training. The database is not updated in a timely fashion. For planning, it will be helpful to know NIDCAP Trainers' and NIDCAP Training Centers' plans. A NIDCAP Training Center survey may be sent asking information about training as well as their activities.

D. Vittner noted that the Program Committee has begun to meet and has regularly scheduled video conference calls. Participants include the Chairs from each of the subcommittees. Also, D. Vittner requested speakers for future NFI webinars and is actively looking for the next presenter.

### **Governance Committee**

Jean Powlesland gave a brief overview of the Governance Committee Mid-Year Report, including the current number of members and changes to the membership policy that the BOD will be asked to approve.

J. Powlesland and D. Silberstein asked that the Board offer feedback to the Governance Committee's general plans for the next few months in light of what was learned from M. Hiland's presentation. D. Silberstein shared that we learned that good governance of the organization transcends what the Governance Committee does, and all Committees share some responsibility for governing.

J. Powlesland and D. Silberstein discussed three of the Committee's goals with relevance to what was learned: preparation of BOD nominees, or potential nominees, to be Board members, BOD orientation for newly elected members; and to increase the participation of members with the operational work of the organization. The goal is for Board Members to focus on governing and strategic planning and for

Committee members to carry out operations. It was stated that committees should have a Board member involved to provide connection to the Board.

A suggestion was made to create a document highlighting the work and accomplishments of each committee and their respective subcommittees. The reports could contain the projects underway that could use membership assistance. This document could be shared with the membership and committee members could personally invite individuals with relevant skills. Also, the Board learned in M. Hiland's presentation that recruitment of Board members should be a continuous activity throughout the year. D. Buehler reviewed that the Board will have two terms ending this year and has an unfilled seat could be dedicated to a third Board Member representing the family perspective. D. Buehler applied to Price Waterhouse Cooper to be matched with an interested employee who would bring a financial expertise to the Board. This would be an appointed seat. However, the BOD may also look outside of the Price Waterhouse Cooper resource and consider other individuals with that expertise.

One suggestion, regarding elections and term limits from M. Hiland, was to have a President and President Elect serve at the same time. The President Elect would be mentored by the President. This structure would offer a leadership succession that is known and guaranteed. If the BOD would like to implement this plan, considerations should be made for this year's upcoming elections. There are currently no term limits for the Board members. M. Hiland had suggested that rotating Board Members onto and off of the board may create a depth of individuals who understand the organization and can serve as effective ambassadors. In discussion, the BOD felt that a three year term was in some ways too short to effectively contribute, and an appropriate term limit might be two to three terms. Perhaps a five year term, with a two term maximum, might better serve the organization. The Treasurer's Officer position may be important to consider to also have a "Treasurer Elect" Officer to be mentored in responsibilities of the role. The subcommittee and individuals overseeing and instituting the NFI's intellectual properties was noted to be critically important. A great deal of knowledge and extensive time to learn about upholding the NFI's intellectual properties needs to be considered when considering Board Member successions. Overall, a plan for succession for Officers and Board Members was seen as an important area to address.

It was suggested that a lengthier Board session or "retreat" would be helpful to delve deeply into the Program and Organizational aspects that require intensive strategic planning.

### **Advancement Committee**

Deborah Buehler and Jennifer Degl, Co-Chairs, were delighted to announce a new member of the Advancement Committee, Katie Reginato Cascamo, MA.

The Family Advisory Council (S. Butler, M. Daly, J. Degl, Co-Chairs) has gained new Co-Chair J. Degl and a number of new members from around the world. The council decided that it will enhance its structure. Many members come from countries that have been exposed to FINE and have not yet had

NIDCAP training. There are opportunities to to encourage hospital systems to continue on with NIDCAP. J. Degl is also exploring the NFI's collaboration with the NICU Parent Network.

*Fundraising:*

Sentec was a possible NFI Sponsor was presented to the Board. This is a company that offers noninvasive monitoring devices for hospital settings including the NICU. The Board agreed that the Advancement Committee may further explore this possibility. The NFI plans to submit a concept note for a grant to the Perigee.

The NFI's Learning Center is currently under development to offer functionalities that include a payment process to access educational materials and Continuing Education Units (CEUs). The NFI foundational lectures, collected by the Foundational Education Workgroup, will be reviewed and include the NFI's branding prior to being included on the learning platform. Regarding the copyright, the creator of the educational material retains ownership, and the NFI has copyright for its use on the website, prohibiting unauthorized downloading and/or copying of material. Marjorie Palmer, MA, SLP has offered to provide the CEU structure that she uses for her NOMAS Certification Courses for a fee that would be less than if the NFI applied for issuing credits on its own. CEUs will be offered for professionals from Nursing, Occupational Therapists and Speech Pathology.

J. Degl announced that D. Vittner is speaking at an upcoming NICU Parent Network conference, which will showcase the NFI. J. Degl suggested that the NFI create a Speakers Bureau for NIDCAP Trainers (and others, such as Members with the Family Perspective, to be identified). This forum would enhance our efforts to raise awareness and generate revenue with an NFI commission attached to the speaker's honorarium.

The meeting was recessed at 1333 EDT, and resumed at 1350 EDT.

Finance Committee

Gloria McAnulty reviewed the composition of Finance Committee: G. McAnulty (Chair) and S. Kosta, Erin Sundseth Ross, PhD, CCC-SLP, and Jennifer Hofherr, OTR/L. To date this fiscal year, the Oversight Subcommittee met twice. Based on Board requests, the Finance Committee will provide additional Board updates of the NFI's finances, including receipt of membership dues and any significant changes in revenue.

The Board discussed encouraging individuals to join the NFI through registration fee discounts for the Annual NIDCAP Trainers Meeting and/or NFI educational offerings. The Board also reviewed narrowing the grace period for those NFI Members who are in arrears. Concerns were raised about individuals' presenting themselves as NIDCAP "trained" yet they are not Certified Professionals and may have only attended an introductory NIDCAP lecture or session. The Board suggested including a list of NIDCAP Professionals on the NFI's website for employers or conference sponsors to have the opportunity to verify certification status. This may connect to the idea of the formation of a Speakers

Bureau. The Governance Committee has been discussing waiting to provide a training certificates until each newly certified NIDCAP/APIB Professional becomes an NFI Member.

G. McNulty requested feedback on the projected budget for FY 2021-2022 as developed thus far. She requestfd that this topic be included on the agenda at the next Board Meeting.

D. Buehler asked that the BOD to offer feedback within the next couple of weeks on how the pay structure of the NFI’s Learning Center should be structured.

The meeting was adjourned at 1508 EDT. The next meeting will be held on June 9<sup>th</sup> at 1300 EDT.

Submitted by Secretary Jean Powlesland

