



## **NFI Board Meeting and Strategic Planning Session FY 2021 – 2022**

**Wednesday, June 29 and Thursday, June 30, 2022  
0800 – 1500 EDT, 1400 – 2100 CEST**

**Attending:** Deborah Buehler, PhD, Fatima Clemente, MD, Mandy Daly, ACII, DLDU, Maria López Maestro, MD, Gloria McAnulty, PhD, Jean Powlesland, MS, RNC, Dalia Silberstein, PhD, RN, Juzer Tyebkhan, MBBS, FRCPC, Dorothy Vittner, PhD, RN, FAAN

**Absent (excused):** Jennifer Degl, MS (joined Thursday 0814 until 0930 EDT)

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

**Consultant:** Mary Hiland, PhD

**Time Keeper:** Fatima Clemente, MD

### *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.*

## **Meeting Minutes**

### **Wednesday June 29**

D. Buehler called the meeting to order at 0819 and read the NFI's Mission Statement. The goals for the meeting included to review and adopt the Rules of Engagement. This document will guide the Board of Directors participation and meeting process. The plan for the meeting also included reflection and update of the NFI Mission Statement, to decide the NFI's strategic goals, and determine accountabilities.

### *Rules of Engagement*

Goal: To review, revise and adopt the guidelines for Board of Director participation.

Discussion: Clarification and suggestions for revision were made.

Next Steps: Suggestions will be incorporated and sent back out to the Board and voted to be accepted at the next Board Meeting.

### *Mission Statement*

Goal: To review and adopt a revised Mission Statement for the NFI.

Discussion: Board members discussed aspects of the Mission Statement at prior meetings and were invited to submit versions for consideration. These suggestions had been synthesized into two versions that were presented for comment and review. It was noted that the Board members were unclear how their suggestions would be utilized. Recommendation: Any decision-making process by the BOD should be clarified and articulated in advance. After discussion a reworded statement was considered for approval:

*The NIDCAP Federation International improves the future for all infants in hospitals and their families with individualized, developmental, family-centered, research-based NIDCAP care.*

Outcome: G. McAnulty motioned that the BOD adopted the revised Mission Statement. D. Vittner seconded. There was no further discussion.

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

***Voted:*** to adopt the NFI Mission Statement to read: *The NIDCAP Federation International improves the future for all infants in hospitals and their families with individualized, developmental, family-centered, research-based NIDCAP care. (8 ayes; 1 abstention; 0 nays)*

### *Strategic Planning: Facilitated by M. Hiland*

Goal: To determine priority strategic goals for next three years.

Discussion: M. Hiland gave a short presentation reviewing the role and responsibilities of the Board of Directors. She suggested that Board Members focus on increasing capacity, narrow the focus of work and choose priorities carefully. She reminded the Board of Directors that their role is to advance the mission of the organization, to ensure resources to accomplish goals, hire and support an executive director, inspire others, set the strategic goals and build the board's effectiveness. The day-to-day work should be done by operational committees.

M. Hiland examined the goals that the Board had articulated from earlier meetings and helped to narrow and prioritize them. Two priority goals were discerned:

- To increase NIDCAP and APIB Training Opportunities.
- To enhance the NFI Board of Directors' and Organizations' Capacity and Sustainability.

Outcome: J. Tyebkhan motioned that the BOD adopt the two goals (listed above) as the priorities of the NFI's Strategic Plan. D. Silberstein seconded. There was no further discussion.

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

***Unanimously Voted:*** to adopt two Strategic Goals as Board of Director priorities: (1) To increase NIDCAP and APIB Training Opportunities; (2) To enhance the NFI Board of Directors’ and Organizations’ Capacity and Sustainability.

*Discerning Priority Strategies for Strategic Goals:*

Goal: To identify priority objectives that support achievement of the two prioritized goals.

Discussion: There were two objectives identified to be accomplished to support goals:

1. Determine the current training capacity and activity.
2. Determine succession plan for NFI Officers of the Board of the Directors.

Outcome: The Board discussed and identified the following priority objectives.

Goal #1: To increase NIDCAP and APIB Training Opportunities

Decided:

- To increase online formal training opportunities
- To increase online foundational learning opportunities and resources
- To expand education globally
- To understand the current NIDCAP Training capacity and current work of each NIDCAP Training Center to better plan for future capacity needs

Goal #2: To enhance NFI Organizational Capacity and Sustainability

Decided:

- To encourage additional NIDCAP Professionals to become NIDCAP Trainers and NIDCAP Trainers to progress along the Trainer pathway to make certification increasingly accessible
- To restructure the Board of Directors by separating operational activities from governance efforts and recruit individuals for both activities.
- To develop succession planning for Board of Director Members and Officers

Additional strategy in progress for increasing NFI Organizational Capacity:

- To increase administrative support.
  - G. McAnulty provided an update on hiring budgeted part-time staff. Labor laws in the U.S. require an organization to have considerable human resources for payroll and benefits when hiring an employee(s). To meet these requirements, the cost and workload of the NFI considerably would significantly increase. Two options discussed:
    - Hire as contractor (with less flexibility in assigning tasks).
    - Hire through a temporary employment agency (at a much higher cost).

Next steps: G. McAnulty will research costs to work through a temporary employment agency.

The meeting was adjourned at 1512 EDT /2112 CEST to resume the following morning.

**Thursday, June 30**

D. Buehler called the meeting back in session at 0804.

*Board Business*

*Minutes*

Goal: To approve outstanding minutes.

Discussion: J. Powlesland had circulated the Minutes from the Board of Directors conference call held on May 11<sup>th</sup>. There had been no edits or revisions suggested.

Outcome: J. Powlesland motioned that the May minutes be accepted. G. McAnulty seconded. There was no further discussion.

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

***Unanimously Voted:*** to accept the Board of Directors Minutes from the conference call held on May 11 2022.

J. Powlesland stated that the Minutes from the Mid-Year meeting on March 29 and 30 had not yet been approved. She motioned that they be accepted. G. McAnulty seconded. There was no further discussion.

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

***Voted:*** to accept the Minutes from the Mid-Year Board of Director Meeting on March 27 and 28. (with 8 ayes and 1 abstention)

*Board Consultation with M. Hiland*

Goal: To determine accountabilities for the Strategic Goal Objectives

Discussion: M. Hiland joined the meeting and facilitated the discernment of accountability for the various objectives prioritized. Champions will ensure that work proceeds on their objective and reports on a regular basis to the Board of Directors. Others may be assigned to do the actual activities. In general, Goal #1 (To increase NIDCAP and APIB Training Opportunities) falls under the Program Committee, and Goal #2 (To enhance NFI Organizational Capacity and Sustainability) falls under the Governance Committee. Regarding Goal #2, M. Hiland offered suggestions on how to begin restructuring the Board of Directors. One critical early task is to review governing and operational needs to recruit assistance appropriately.

Outcomes: Accountabilities decided (see below)

Goal #1 To increase NIDCAP and APIB Training Opportunities: *Program Committee*

- To increase online formal training opportunities. *J. Tyebkhan will be the Board liaison.*

- To increase online foundational learning opportunities and resources. *D. Silberstein will be the Board liaison for developing content description for learning resource center modules.*
- To understand the current NIDCAP Training capacity and current work of each center to better plan for future capacity needs. *D. Vittner will be the Board liaison.*

Goal #2 To enhance NFI Organizational Capacity and Sustainability: *Governance Committee*

- To encourage additional NIDCAP Professionals to become NIDCAP Trainers and Trainers to progress along the Training pathway and make certification increasingly accessible. *This work may be postponed until after the survey of current capacity is done. D. Vittner and M. Maestro will be the Board liaisons.*
- To restructure the Board of Directors by separating operational activities from governance efforts and recruit individuals to both. *J. Powlesland and D. Silberstein BOD will serve as Board liaisons. Recruitment needs will be identified by end of the 2022 year.*
- To develop succession planning for Board of Director Members and Officers. *J. Powlesland and D. Silberstein will serve as Board liaisons.*

*BOD Committee Updates*

Goal: To update, discuss current activities and solicit Board guidance as needed.

*Program Committee: Presented by D. Vittner*

Summary: To update of NIDCAP Training/Trainer/Training Center milestones. There are currently 65 NIDCAP Trainers, 14 NIDCAP Trainers in Training, a new NIDCAP Training Center (in Barcelona), three NIDCAP Training Centers in Development. D. Vittner expressed appreciation to the Quality Assurance Advisory Council, the NIDCAP Nursery Program, and the NIDCAP and Science Subcommittee for their work.

Discussion: A suggestion was made to reevaluate the costs of the NIDCAP Nursery Program certification which may be a barrier to application, and to ask the membership their perceptions of barriers to pursuing the NIDCAP Nursery Certification. It was noted that it has been challenging to schedule webinar presentations. Spanish language webinars would be important to include. To increase global participation and support NIDCAP training, fundraising to subsidize training in low resource countries was suggested.

*NIDCAP Trainers Meeting: Presented by F. Clemente*

Discussion: The meeting invitation has been sent to the invitees. A technical team for audiovisual needs was agreed upon. Program timelines have been roughly set.

Meeting Deadlines: Registration for in-person participation will be September 7th. Virtual attendance will be September 16th. Hotel reservation deadline for discounted rates is August 11th. The Abstract submission deadline is August 1st. The Journal club submission deadline is July 15th.

*Board of Directors Meetings around the NTM:* The Board discussed meeting schedules. Thursday, October 6<sup>th</sup> will be the last meeting of FY 2021-2022 fiscal year. Due to travel logistics, it was suggested that the Board schedule the first meeting of FY 2022-2023 directly after the close of the NIDCAP Trainers Meeting. The Board of Directors agreed, with a tentative time from 1630 to 1830.

*Gravens Conference 2023*

Joy Browne asked D. Buehler on behalf of the NFI to participate in a presentation and panel discussion at the next Gravens Conference. D. Buehler will inquire with individual NFI members their availability to present.

*Advancement Committee: Presented by J. Degl and D. Buehler  
Speakers Bureau*

J. Degl discussed the development of the new NFI Speakers Bureau initiative. Logistics include:

- Organizations/Individuals will be charged to view the NFI Speaker list. Amount to be charged to be determined.
- NFI Speakers will not be charged to be included on the Speaker List and when invited to speak would negotiate their own fees and expenses.
- The NFI would require some acknowledgement in the presentation (slide and/or use of logo) and agreement to represent the NFI appropriately. How the NFI guarantees the quality of the content and/or presentation is to be determined.
- The NFI plans to develop a marketing strategy for this resource.

*World NIDCAP Day Gala*

- The NFI Membership survey to determine how to spend the funds gathered from the World NIDCAP Day Gala suggested that the discretionary funds be spent on translation and digitization. Some discussion over the poor response rate to the membership survey and whether it really is representative of the wishes of the membership.  
Next Steps: The survey included details about NFI Members interested in working on these projects. This information will be reviewed.

*Governance Committee: Presented by J. Powlesland and D. Silberstein*

Summary: Two major tasks before the Governance Committee are: (1) to review the structure of the NFI and to make recommendations for changes that align with best practices; (2) to facilitate the recruitment of potential Board of Director through a program for employees of PriceWaterhouseCooper. These Board Members would be encouraged to support efforts that align with their areas of expertise.

*Finance Committee: Presented by G. McAnulty*

Summary: The NFI's accountant submitted paperwork required of non-profits. The Oversight Subcommittee planned their next review of the NFI's finances in August. Currently, there is work being done to allow the NFI's website to include a payment portal. The accountant

suggested that the NFI might consider changing the date of their fiscal year. The benefit would be to avoid the issue of the annual NIDCAP Trainers Meeting’s expenses often straddling fiscal years. The goal for strategic planning is to determine the work that belongs to the governing Board of Directors and the work that is operational. Budgeting for the next fiscal year will begin soon.

*NFI next steps: Presented by D. Buehler*

D. Buehler will work on a draft of the revised Strategic Plan to be sent out for Board review. The Board of Directors will distribute the objectives and outcomes desired to the appropriate committees. D. Buehler also stated that she would draft a reporting format for the committees to provide to the Board liaison. The Board will plan to receive updates every two months of progress on the activities to advance the Strategic Plan priorities.

The meeting was adjourned at 1430. Next meeting will be July 13<sup>th</sup> at 1300 EDT.

Submitted by Secretary,



Jean Powlesland