



**NFI Board of Directors
NFI FY 2021-2022 Mid-Year Meeting
Sunday, March 27 and Monday, March 28, 2022
1000-1400 EDT**

Members: Deborah Buehler, PhD, Fatima Clemente, MD (Absent Monday 1049-1200) , Mandy Daly, ACII, DLDU, Jennifer Degl, MS (Absent Monday 1000-1107, 1148-1400), Maria López Maestro, MD (Absent Sunday), Gloria McAnulty, PhD, Jean Powlesland, MS, RNC, Dalia Silberstein, PhD, RN, Juzer Tyebkhan, MBBS, FRCPC (Absent Sunday and Monday), Dorothy Vittner, PhD, RN, FAAN (Absent Monday 1228-1400)

Executive Director of Administration and Finance: Sandra Kosta, BA

Board Consultant: Mary Hiland, PhD

Highlights

- *M. Hiland consulted with the Board of Directors. She discussed Board structure and function, the reframing of the NFI's Mission Statement, and strategic planning next steps.*
- *The Program, Governance and Advancement Committees gave mid-Year progress updates.*
- *The Finance Committee presented a mid-year review of income and expenditures to date for the FY2021-2022.*
- *Preliminary work was done on revising the NFI's Mission Statement and updating strategic goals.*

D. Buehler welcomed the NFI Board of Directors and M. Hiland and called the meeting to order at 10:07 p.m. EDT.

M. Hiland began her consultation summarizing her affiliation with the NFI. She detailed her consultation's focus to support the revision of the NFI's strategic plan. She also recapped the duties and responsibilities of a Board and its Directors, which she had previously presented to the Board of Directors.

Pertinent points:

- The Board of Director's responsibility is to advance the mission of the organization.
- There are four functions of a Board, which are:

- Envision the future (including, performing strategic planning, with proposed results in, for example, three years)
- Know reality and respond (identify the challenges and opportunities and plan for both)
- Inspire, engage and take action (inspire and recruit people to assist)
- Self-reflect and self-manage (review effectiveness as Board Members and as a team)
- As an organization incorporated in the USA, we have legal responsibilities:
 - *Duty of care*: Directors must be prepared and participate in meetings and make decisions independently of undue influence. The Board of Director Meeting Minutes are legal documents. They must be taken and decisions documented.
 - *Duty of loyalty*: All board actions must be with the best interests of the organization in mind, not any members or individuals. And when decisions are made, all directors must support them in the public sphere even if they had disagreed with them.
 - *Duty of obedience*: Board decisions must be made with the goal of advancing the mission. The board's actions must be in compliance with laws and with internal bylaws and policies.

M. Hiland suggests that for Strategic Planning that we prioritize no more than three to five goals to avoid diffusing efforts. Other goals and the workings of the organization may continue. M. Hiland placed great emphasis on distinguishing between what is “a goal” and what is “a strategy to achieve a goal”. Our prior strategic plan had many “strategies” that were listed as goals, and most did not suggest how to measure success. Goals need to be measurable, realistic and flow from the mission, which identify the NFI’s ideal impact. They are aspirational.

M. Hiland pointed out that capacity is a challenge for the NFI. There are limited human resources to accomplish goals. Therefore, increasing capacity in many aspects of operations is an important first goal. M. Hiland recommended separating Board activities from operational ones, recruiting Board members with needed organizational skills, perhaps enlarging the Board. She shared a diagram that showed a structure for an organization which has two different tracts: Board of Directors and operational activity teams.

Typically, the strategic plan goals and metrics would be decided by the governing board (Board of Directors), and the strategies and action plans by the committees or work groups who are responsible for taking the actions.

M. Hiland discussed the value of increasing the effectiveness of the Board of Directors functioning and promoting optimal teamwork. There should be an agreement on ground rules for discussion and decision making. She provided a sample agreement that she has used.

M. Hiland will provide a sample agenda of a Board strategic planning retreat for the NFI’s consideration. Typically, the meeting includes an overview of the organization’s current state, and challenges and opportunities are identified prior to the discussion of goals. M. Hiland’s plan for the

next day's consultation session is to guide a discussion of the NFI's Mission Statement and to hold a preliminary discussion of strategic planning goals for future discussion. M. Hiland then left the meeting.

D. Buehler called for a break at 1207 EDT. The meeting reconvened at 1228 EDT.

Finance Committee: G. McAnulty, Chair of the Finance Committee, presented a spreadsheet of the year to date of the NFI's FY2021-2022 finances, income and expenditures. She noted that the World NIDCAP Day Gala monies received have not been finalized and therefore were not included. Expenses for the development of the Gala were covered by an unbudgeted donation from the Buehler Family Foundation.

Governance Committee: Co-Chairs, J. Powlesland and D. Silberstein summarized the Governance Committee's activities this fiscal year. They described expectations that the upcoming Board June retreat will likely reveal governance tasks relevant to enhancing Board and organization functioning. Current efforts described included: evaluation of new election process, engagement of members in committee efforts and Board of Director recruitment, definition of the role of part time administrative assistance, and revision of the Board of Director orientation manual. J. Degl suggested that the Membership Sub-Committee be revamped and more actively focus on recruitment, especially in the U.S. She suggested having different co-chairs for geographic regions. With understandings of the populations, these individuals could tailor membership drives and activities in these specific areas. J. Powlesland agreed that that would be an important activity.

Mission Statement: For the remaining time, the Board worked on rewording the NFI's Mission Statement.

D. Buehler adjourned the meeting at 1402 to resume the next day.

Monday March 29th, 2022

D. Buehler reconvened the meeting at 1004.

M. Hiland began with a brief overview of what she had covered the prior day. She had received the revised draft of the NFI mission statement and stated that it was well done. She reminded the Board that the Mission Statement is to answer "what" and "for whom" and the "how" could be a secondary part of the Mission Statement.

D. Silberstein asked M. Hiland to further describe the example she had provided regarding a small museum’s Board. This is a Board comprised of members who did all the work of the museum. Similar to the NFI’s Board Members, the work of the organization required the full capacity and resources of the Board. In this case, minimal governing and strategic planning were accomplished. Eventually, each director was required to choose whether they wished to “govern” or to be part of the “operations” leadership group. A plan was devised to separate governance/Board membership from operations/Committee membership over a period of time. The museum recruited additional members to develop their capacity. While some members continued to serve in both capacities, their roles were clearly defined.

Quality Assurance: The Board of Directors have a role in providing oversight to quality. However, the Quality Assurance Committee reports to the Board and holds individuals accountable for activities. D. Buehler noted that the NFI’s Quality Assurance Advisory Council functions in a different way from the governance type of committee M. Hiland described.

Strategic planning: The responsibility of the Board of Directors is to envision the future. M. Hiland recommends looking at a three-year period. The Board should identify, what results will the NFI have achieved in three years?

M. Hiland led a Board discussion of potential NFI goals. The identified goals will need to be edited and metrics provided. M. Hiland suggested that once revisions are done that a vote is held on priorities (three to five goals maximum). Each Director should vote on a maximum of four goals. She described that Board organization/function may be a separate activity that may also be a priority. M. Hiland suggested that the Board formally assess its functioning every two years.

Once goals are chosen, each of the committees and work groups should develop their action plans and present to them to the Board. Revisions may be recommended based on feasibility. M. Hiland recommended that the Board begin by creating “rules of engagement” and to review our bylaws for understanding Board service policies. M. Hiland left 1206 among many thanks from the Board.

Program committee: Program Committee Chair, D. Vittner summarized the activities. She stated that the NIDCAP Nursery Program is the priority of the Program Committee. All Program subcommittees work in some capacity to promote this priority. D. Vittner stated that there are many opportunities to support NIDCAP Trainers and the entire NIDCAP community, including the learning center and foundational education. She described the six major efforts:

- Webinars (Four webinars are planned each year. Preliminary commitments from several speakers have been received.)
- Asynchronous learning opportunities (NIDCAP and APIB training education are being developed.)
- Foundational Learning modules
- NIDCAP Trainer Support (Development of support for progress along the Trainer pathway.)

- Translations (Training materials available in additional languages.)
- Annual NIDCAP Trainers Meeting Planning (Critical opportunity for the NIDCAP community to connect and to share information.)

D. Buehler reported that the NFI's online Learning Center is nearly ready to host protected NFI resources that will be available for viewing purchase and a subset for completion certifications. This site will be launched before the end of the year and hopefully facilitate a growth in offerings.

Break: 1228 - 1245.

Advancement Committee: D. Buehler, Co-Chair of the Advancement Committee, reported that their efforts shifted in January to focus on the 2022 March World NIDCAP Day and the World NIDCAP Day Benefit Gala. "MobileCause" was used for the gala's platform. This service offered many resources to help plan and host the awareness and fundraising event. Originally, there were two aspects being planned: (1) The World NIDCAP Day Benefit Gala. The goals were to raise awareness of NIDCAP, encourage NFI membership and raise funds for family and professional educational resources; and (2) NIDCAP Training Center Fundraising/Membership Drive Challenge. The goals of this activity were to build our NFI community, raise awareness of NIDCAP and fundraise. Yet after the invasion of Ukraine this second focus was deemphasized, due to some members discomfort with fundraising during a time of international crisis.

At the time of this report, only partial summary gala information was available. Of interest, the country with the second highest number of views outside the USA was Mexico, twelve new NFI members were gained, and 76 people had made donations. The Committee believed that more time to plan and advertise would have been helpful. A future benefit of the 2022 gala will be for the various parts of the event to be shared on the nidcap.org site for informational and learning applications.

Other recent activities of the Advancement Committee are the exploration of a partnership with the NICU Parent Network, the continued development of an NFI Speakers Bureau, revitalizing the NFI's blog postings and obtaining corporate sponsorships.

Next steps: M. Lopez Maestro and J. Powlesland will organize the update of the NFI Strategic Plan's goals developed with M. Hiland. Board Members will review and vote on priorities. A short discussion of logistics for the NFI retreat in June followed.

D. Buehler adjourned the meeting at 1403.

Next meeting: April 13 at 1300 EDT

Respectfully submitted,



Secretary J. Powlesland

