



NFI Board of Directors Mid-Year Meeting FY 2025
Boston, Massachusetts USA
Saturday, May 31, 2025

Attending Deborah Buehler, PhD, Mandy Daly, ACII, DLDU, Jennifer Degl, MA, Jennifer Hofherr, MS, OTR/L, Gloria McAnulty, PhD, Jean Powlesland, MS, RN, C-NICC Monique Oude Reimer-van Kilsdonk, RN, Juzer Tyebkhan, MBBS, FRCPC, Dorothy Vittner, PhD, RN, FAAN.

Online: Fatima Clemente, MD, Juzer Tyebkhan, MBBS, FRCPC

Absent: Charlotte Tscherning, MD

Quorum Present: Yes

Executive Director of Administration and Finance: Sandra Kosta, BA

Our Mission

To improve the future for all infants in hospitals and their families with individualized, developmental, family-centered, research-based NIDCAP care by providing and assuring the quality of NIDCAP education, training, and certification for professionals and hospital systems.*

Highlights of the Meeting

Advancement

- The May 14 Minutes and the Mid-Year Reports from the President and the Advancement, Governance, and Program Committees were approved.
- The Board revised the NFI Mission and Vision Statements.
- The Board reviewed the sections of the 2015 and 2023 Strategic Plan considering accomplishments and plans.
- The Board voted for J. Hofherr's appointed term to end 31 December 2025. She will be approached to determine her interest in running for re-election.
- The Program, Advancement, Governance, and Finance Chairs shared mid-year updates and plans.
- The Board voted to create a taskforce to explore NFI Membership recruitment and retention.

- The Board discussed plans for the upcoming NFI Membership Meeting and the NFI Next Steps session.
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Board Business

Advancement Committee Update

D. Buehler provided an update on Advancement Committee efforts, including its communication and fundraising activities. The Family Advisory Council is also part of the Advancement Committee and will be co-chaired by Mandy Daly and Debra Paul going forward. A sponsorship of 10k USD has been provided by Dr. Browns thanks to the endeavors of Jim Helm. Discussions are under way with GE Healthcare to secure sponsorship in the future.

GE Healthcare has collaborated with the NFI in two ways: (1) a workshop was recently led by J. Hofherr and J. Powlesland; and (2) F. Clemente will present on behalf of the NFI at the JENs Conference in Belgrade, Serbia later in the year. It is proposed that the NFI will submit a proposal to GE HealthCare focusing on a sponsorship for the new NFI Learning Center.

The NFI is also in discussions with Angle Eye to explore partnership opportunities. There appear to be several opportunities to weave family-centered care into their product development. There may be opportunities to work with Angle Eye to secure support for the Trainers Meeting in 2026.

J Tyebkhan enquired why the NFI could not accept the offer by Angle Eye to deliver a webinar to the NFI. To date, the NFI has taken the stance of not endorsing specific products. M Daly suggested that the NFI hold editorial oversight over webinar content and that messaging around a webinar be carefully crafted to ensure that there is no ambiguity around product endorsement. J. Degl offered to invite Angel Eye to present at an NFI board meeting. G. McNulty suggested that the NFI offer an advisory panel to Angel Eye to review their product before we embark on inviting them to present to the board. J. Tyebkhan mentioned that there may be research opportunities to test the Angle Eye product. D. Buehler and J. Degl will revert to Angel Eye with the outcomes of this discussion.

Fundraising campaigns included: Giving Tuesday in December; and a membership drive during World NIDCAP Awareness Month with special discounts offered.

The new Learning Center is ready to be launched. A director of this activity has been identified. When the Learning Center is available, there will be different levels of memberships access for Trainers will

be included in their membership fees. Others will be charged fees to access resources on the learning center depending on one's level of membership and the materials (some remain free to all).

J. Degl spoke to a fundraising endeavor which ICAN did; A pop up shop that operates over three days online and yields 50% profit on sales.

D. Buehler published a book recently titled "Being With You Is Everything, Discovering Your Baby's Voice". Profits from the book will go towards the NFI.

This was the seventh year celebrating World NIDCAP Day/Month. J. Powlesland led the exhibit at the Gravens Conference, a Global Poster depicting our work was developed, landmarks were illuminated in teal light including Niagara Falls, a webinar was delivered by S. Butler, a round table co-hosted by M. Daly took place with families from around the world and the recording sits on the Learning Center and an online map showing World NIDCAP Day activities was updated.

During World NIDCAP Awareness Month, there was a special coupon offer for NFI items on the online shop. Half the projected revenue for the shop has been realized. Shipping costs were identified as a barrier to sales. J. Tyebkhan suggested that the NFI ask the membership if there were items from the shop that they would like to purchase at the Trainers Meeting and USA members could transport the items to Copenhagen knowing that sales will be guaranteed and no shipping costs will be incurred by the membership.

Facebook is the most active NFI social media platform. Recently, the NFI celebrated 10,300 followers. F. Clemente takes the lead content for posting on the site. Other popular platforms include Instagram and LinkedIn.

The *Developmental Observer* continues to publish three issues a year and is led by Senior Editor, Kaye Spence. The February issue was the abstract edition from the NIDCAP Trainers Meeting.

The NFI Blog was reactivated with Katie Cascamo's post. It is planned that blogs will be published every two months. The Family Advisory Council will help develop future blogs.

The Speakers Bureau is a resource that includes a list of vetted NFI speakers on a range of NFI-related topics. Speakers are encouraged to share their speaking engagements ahead of presenting. At present, this aspect of the Bureau needs improvement, as the majority of those speaking on behalf of the NFI send information after the event. The NFI would like to promote events ahead of time.

The NFI has ongoing partnerships with NICU Parent Network, The Family-Centered Care Taskforce and Global Family ([GFCNI](#)).

D. Buehler will present at a webinar for the Family-Centered Care Taskforce in November 2025.

F. Clemente is a the NFI contact for a survey being developed by GFCNI exploring families experience of preterm birth.

Governance Committee

J. Powlesland, Committee Chair, presented the Governance Report. She reported the following activities. Conflict of Interest forms were signed by all board members. Governance Committee (GC) oversaw the board officer elections. Financial oversight takes place twice yearly and a mid-year date is currently being sought to execute this task. D. Silberstein continues to assist with financial over-sight. Board efficiency is one of the tasks of the Governance Committee. The GC has identified on-boarding documents for new board members and these documents will be uploaded to the website over the summer. The GC continues to identify, approach and recruit individuals who may have skills for specific committees, task forces, and projects.

GC will approach NFI committees to inquire what work is being done by the committees and identifying potential for committees to undertake tasks which align with the NFI Strategic Plan. A feedback mechanism is being developed to facilitate communication between committees and the Board to oversee committee/taskforce work. J. Degl referenced the International Neonatal Consortium (INC) who issue a bi-annual newsletter updating members on their work. J. Degl will work with J. Powlesland to share how the INC develops the newsletter with a view to the GC potentially creating a similar communication.

GC plans to create a membership taskforce to help address the challenges associated with recruiting and retaining members. They requested that the board approve this request. J. Tyebkhan mentioned a few students who might be good candidates to review the existing membership database. J. Powlesland agreed to liaise with J. Tyebkhan once a concrete plan had been developed. M. Oude Reimer-van Kilsdonk inquired if the NFI asked members who are no longer members their reasons for leaving the NFI. At present the NFI does not ask this question. D. Buehler suggested that instead of asking this question directly, we might consider the option of approaching people who are no longer members and outlining the benefits of membership as an incentive to resume membership.

A possible strategy to improve retention was a consideration to amend the annual membership from manual to automatic payments. This would require an opt-out on the part of the membership to actively cancel their annual membership rather than relying on the membership to manually make their annual payment. J. Tyebkhan flagged an issue whereby memberships that are currently paid in bulk might result in individuals not renewing memberships if the bulk payment option was removed. Any amendment to the existing payment system will have to consider the option of a bulk payment also. The board discussed the possibility of choosing one annual renewal date to streamline the membership renewal process.

J. Powlesland proposed that a task force be set up to explore the recruitment and retention of the NFI Membership. The motion was seconded by J. Degl.

Upon motion duly made it was unanimously***Voted: To create a taskforce to explore recruitment and retention of NFI Membership.***

The GC are gathering and organizing all NFI documents to be stored in one central location. Discussions are currently underway with G. McAnulty and S. Kosta to identify all documentation, place them on scheduled reviews for updating and deciding upon a suitable platform to store all material. Ensuring security of the ultimate platform will be a consideration to ensure that documents cannot be removed from the platform by unauthorized personnel. Dropbox is one location being considered but the GC will explore all options before finalizing their decision.

Intellectual property is still the remit of G. McAnulty. J. Powlesland will work with G. McAnulty to gather all the necessary documentation to allow for the transfer of this role to J. Powlesland.

GC is reviewing the current NFI By-Laws with a view to updating content and align the By-Laws with current practice. A document will be forwarded to the Board for comment.

Finance Committee

J. Hofherr guided the board through the Finance Committee (FC) Report. The FC developed a process to establish a scholarship for the NIDCAP Trainers Meeting. To date, no applications have been received, and the deadline is June 1st. The deadline will be extended, if no applications are received by June 1st.

Committees are encouraged to submit applications to the FC for funds for projects. FC will forward the official application for submissions to Committee Chair and completed forms must be submitted through Committee Chairs.

G. McAnulty has taken over the role of issuing acknowledgment letters to donors to the NFI. S. Kosta flagged that NTM attendees who have agreed to add \$15 to their registration fee have not been thanked and this group will be added to donor list.

M. Daly suggested that NFI might consider developing a short video with the Learning Center Director introducing themselves and the Learning Center to users for the site's landing page.

D. Vittner suggested that the cost of registration for future NIDCAP Trainers Meetings be structured such that it would be less expensive to join the NFI as a member and then avail of the reduced registration fee. This is instead of the current structure where the cost of registering as a non-member is the same cost as paying annual membership plus the cost of member registration. D. Vittner requested that the Board review the virtual registration cost of the One Day Conference. M. Oude Reimer-van Kilsdonk inquired how virtual group registrations for the One Day Conference are managed

and if the NFI might consider going forward that a larger fee is charged for group registrations. S. Kosta indicated that she has received two requests for partial attendance registration fees for the NIDCAP Trainers Meeting. At present, there is no mechanism in place to facilitate this request.

S. Kosta will update the Shop section on the website which currently advertises a registration for the Gala Dinner. Clarification that this registration only applies to non-members who are only attending the One Day Conference.

Board/Organization Planning

NIDCAP Trainers Meeting/Membership Meeting Plans

F. Clemente proposed that a survey be developed and circulated to NIDCAP/APIB Trainers to ascertain their opinions about the content and structure of the NIDCAP Trainers Meeting. F. Clemente mentioned that the cost of the annual Trainers Meeting is often outside the reach of many of the NIDCAP professionals who would like to attend. She encouraged the NFI to consider opting for alternative conference facilities such as university lecture halls to reduce the overall cost to delegates. The proposed guidelines for host sites will be drafted keeping costs, attendees etc. in mind. J. Tyebkhan suggested that such a survey be handed out in person at the NIDCAP Trainers Meeting and that his team at Edmonton would analyze the survey content. Alternatively, allocating five minutes towards the end of the NIDCAP Trainers Meeting program to allow delegates scan a QR code to complete a survey might be an option. D. Vittner suggested that the NIDCAP Trainers Meeting begin each year by outlining the objectives for the meeting. M. Daly provided an example from the Patient Engagement Open Forum meeting where an informal session for new attendees is organized ahead of the opening of the conference to help new attendees connect with new attendees and long-established members. F. Clemente proposed the idea that the Board revisit the name of the NIDCAP Trainers Meeting, given that the format and content has changed over the years.

A suggestion to have meeting ambassadors for Trainers Meetings to allow delegates to approach designated people with any questions pertaining to the meeting was made by J. Degl. Additionally, a stand with photos of the ambassadors be placed on a stand at the entrance to the conference hall to enable delegates identify meeting ambassadors. Feedback from previous NFI Membership Meetings has been that attendees appreciated time to interact with Board Members. J. Tyebkhan asked that committee reports be scaled back to only deliver an overview of content in order to create additional time for the membership to engage with the board. J. Powlesland suggested that each Committee Chair could prepare a pre-record of their report and delegates could access the recordings ahead of the meeting. M. Daly asked if the Membership have been consulted about their expectations ahead of attending the Membership meeting to ensure that the information delivered during the meeting is relevant. J. Hofherr suggested that delegates be afforded the opportunity to submit questions for the board ahead of the NFI Membership Meeting.

D. Vittner highlighted the importance of acknowledging the efforts and endeavors of members during the Membership meeting. D. Buehler asked that F. Clemente note that 60 minutes for a Membership meeting is not sufficient and that this point be factored into planning for next year's NIDCAP Trainers and Membership Meetings. J. Powlesland read some of the membership feedback about the 2024 Membership meeting to the board to guide the board how to improve user experience of the Membership meetings going forward. D. Buehler suggested that the answers to questions asked in advance of the Membership meeting could be woven into what information is provided during the NFI Membership Meeting.

Next Steps Session

J. Powlesland will explore the possibility of procuring a speaker to present to the topic of AI at the Next Steps Session of the NIDCAP Trainers Meeting. The use of AI during the Next Step breakout sessions to summarize workgroup discussions was raised.

Evaluation reports can be completed in meeting participants' preferred languages.

J. Degl suggested that the Trainers Meeting organizers consider setting up a Health and Wellness room with medical supplies for any delegates and presenters who may feel unwell, need some time out, etc.

Unfinished Business

There was a full Board discussion regarding the Mission and Vision statements. J. Hofherr proposed and F. Clemente 2nd that the amended Mission Statement read:

"To improve the future for all infants in hospitals and their families with individualized, developmental, family-centered research-based NIDCAP* care by providing and assuring the quality of NIDCAP education, training, and certification for professionals and hospital systems."

Upon motion duly made it was unanimously

Voted: To accept the revised Mission Statement wording to read: To improve the future for all infants in hospitals and their families with individualized, developmental, family-centered, research-based NIDCAP* care by providing and assuring the quality of NIDCAP education, training, and certification for professionals and hospital systems.

J. Tyebkhan proposed and J. Degl 2nd that the amended Vision Statement:

"A global society in which all hospitalized, infants and their families receive care in the evidenced-based NIDCAP* model".

Upon motion duly made it was unanimously

Voted: To accept the revised Vision Statement wording: A global society in which all hospitalized, infants and their families receive care in the evidenced-based NIDCAP* model.

M. Daly proposed and J. Hofherr 2nd the following amendments to the definition of the NIDCAP model

*The Newborn Individualized Developmental Care and Assessment Program (NIDCAP) Model

- Infants are considered individuals, person, collaborators, in care, supported and nurtured by their parents enhancing their healthy overall development wellbeing and full potential.
- Families are considered infants key nurturers, advocates and primary caregivers as well as collaborators in care decisions.
- Infants, families and professionals are integral partners of the Health Care Team.
- Hospital environment and culture supports and nurtures infant and family relationships, and promotes individualized strengths, health, growth, and development.
- The NFI provides the framework for NIDCAP care with educational resources formal training and mentoring to healthcare professionals and families.

Upon motion duly made it was unanimously

Voted: To accept the revised NIDCAP Model wording: The Newborn Individualized Developmental Care and Assessment Program (NIDCAP) Model

- ***Infants are considered individuals, person, collaborators, in care, supported and nurtured by their parents enhancing their healthy overall development wellbeing and full potential.***
- ***Families are considered infants key nurturers, advocates and primary caregivers as well as collaborators in care decisions.***
- ***Infants, families and professionals are integral partners of the Health Care Team.***
- ***Hospital environment and culture supports and nurtures infant and family relationships, and promotes individualized strengths, health, growth, and development.***
- ***The NFI provides the framework for NIDCAP care with educational resources formal training and mentoring to healthcare professionals and families.***

J. Degl suggested that incentivizing committee membership might increase interest from the Membership to join one of the NFI Committees. Further that time dedicated at each NIDCAP Trainers Meeting be set aside for the various Committees to meet and work in person.

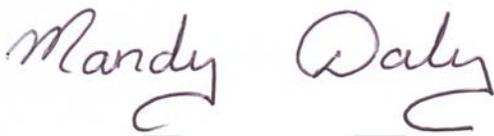
J. Powlesland led the discussion about the revised Strategic Goals for the coming years and encouraged the point people to start developing plans to begin work on their assigned tasks (refer Day 1 of Mid-Year Board Meeting 2025). D. Buehler will incorporate the discussions and updates to the Strategic Plan. Led Board Members will be contacted quarterly to report back to the Board with updates of progress.

Ahead of updating the NFI Strategic Plan in 2025, D. Buehler proposed that the Board approach the stakeholder community to ascertain their understanding of the NFI. The existing stakeholder list was updated to include academia, researchers, early intervention professionals and industry. A list of organizations who operate in the same space as the NFI will be forwarded to Board Members for newer organizations to be added to the list. The NFI plans to approach these organizations to get a sense of their knowledge about the NFI and how they perceive that NIDCAP care fits into their efforts.

A consultant will be contracted to facilitate the Board's 2026 Strategic Plan update.

The meeting was adjourned at 16.54.

Submitted by Secretary,



Mandy Daly