



NFI Board of Directors Conference Call FY 2026 **Wednesday, April 28, 2026**

Attending Deborah Buehler, PhD, Livia Nagy Bonnard, Fatima Clemente, MD, Mandy Daly, ACII, DLDU, Gloria McAnulty, PhD, Jennifer Hofherr, MS, OTR/L, Maria Lopez Maestro, MD, Monique Oude Reimer-van Kilsdonk, RN, Jean Powlesland, MS, RN, Juzer Tyebkhan, MBBS, Dorothy Vittner, PhD, RN, FAAN

Quorum Present: Yes

Executive Director of Administration and Finance: Sandra Kosta, BA

Secretary: M. Daly

Our Mission

The NFI improves 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

- NIDCAP Certification: NIDCAP certification was unanimously approved for the Boston Children's Hospital's Acute Cardiac Care Unit and Cardiac Intensive Care Unit within the Benderson Family Heart Center in Boston, Massachusetts USA.
 - Strategic Plan: Review of current 2023-2026 Strategic Plan was made.
 - Committee Reports: Updates from the Program, Advancement and Governance Committees were made.
 - Strategic Plan: NFI's strategic planning process to update a framework for achieving future growth and sustainability objectives.
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Minutes

F. Clemente motioned to accept the video conference call Board of Directors Minutes from March 11, 2026. Monique Oude Reimer-van Kilsdonk seconded the motion.

Upon motion duly made, it was unanimously

Voted: To accept the Minutes from the Board of Directors March 11, 2026 video conference call.

NIDCAP Program Certification

The Boston Children's Hospital's Acute Cardiac Care Unit and Cardiac Intensive Care Unit within the Benderson Family Heart Center applied for NIDCAP Certification. The site review team of N. Conneman, J. Helm, and D. Vittner, and Program Director B. Moyer reviewed their Application (Part II), and attended an in-person site review. D Vittner reported on this review and described the exceptional NIDCAP-integrated healthcare that the site provides. The site review team recommended certification of the two cardiac programs.

J. Tyebkhan motioned to accept the certification of the Boston Children's Hospital cardiac units at the Benderson Heart Center in Boston, Massachusetts USA. M. Lopez Maestro seconded the motion.

Upon motion duly made, it was unanimously

Voted: for Boston Children's Hospital's Acute Cardiac Care Unit and Cardiac Intensive Care Unit within the Benderson Family Heart Center in Boston, Massachusetts USA to receive NIDCAP certification.

D. Vittner reported on the manual revisions that are in progress for the NIDCAP Certification Manual.

Strategic Plan 2023 Update

D. Buehler reviewed and updated the current 2023 NFI Strategic Plan. This document and current Board discussions and plans will inform the new 2027 Strategic Plan.

Program Committee

D. Vittner presented the Program Committee update. J. Tyebkhan recommended that the training continuum be refined and streamlined to better support and incentivize individuals to pursue NIDCAP

qualification, noting that alternative programs in the field may be perceived as more accessible due to reduced complexity and shorter completion timelines. A Board discussion followed, during which members explored potential approaches to optimize NIDCAP training pathways. The discussion also considered how the collective experience and expertise of the Board could be leveraged to enhance the training process while maintaining the integrity and standards of the program.

Advancement Committee

D. Buehler presented the Advancement Committee update. The discussion included the need for the board to explore recruiting an individual with a fundraising skillset.

Governance Committee

J. Powlesland presented the Governance Committee update.

Strategic Planning

D. Buehler and J. Powlesland introduced the NFI's strategic planning process to update a framework for achieving future growth and sustainability objectives.

J. Powlesland led a discussion of perspectives and aspirations for the next iteration of the Strategic Plan. Additionally, Board members who attended the April 8th Strategic Planning call shared their insights. The importance of engaging the broader membership in shaping the future direction of the organization was emphasized. Consideration was also given to expanding the role of NIDCAP/APIB Trainers in contributing to NFI operations, as well as identifying appropriate metrics to support and evaluate NIDCAP implementation.

J. Powlesland presented the Strengths/Challenges (Weaknesses)/Opportunities/Threats (SWOT) analysis concept to the Board. Board Members outlined the organization's internal strengths and challenges, as well as external opportunities and threats.

The meeting was adjourned at 15:30 ET.

Submitted by Secretary,

Mandy Daly

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Highlights of the Meeting

- Strategic Plan: Discussions for the development of the NFI Strategic Plan 2027-2030 continued.
 - Strapline Revision: “Infants” was substituted for “Newborns” to be inclusive of the wider population served, now reading “Mentoring Caregivers, Changing Hospitals, Improving the Future for Infants and Families.”
 - Committee Report: Updates from the Finance Committee was made.
 - NIDCAP Trainers Meeting: Updates for the online 37th Annual NIDCAP Trainers Meeting for October 13-15, 2026, were discussed.
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Strategic Planning and Organizational Updates

Board members began by sharing reflections from the previous day of the Mid-Year Board Meeting.

The Board discussed the importance of engaging the membership to better understand and respond to their needs, strategies to increase membership, adapting to the evolving healthcare environments, and adapting aspects of NFI operations to enable greater contribution from members. The Board also considered the range of membership options currently available.

The Board reviewed the organization's (1) tagline ("Voice of the Newborn"), (2) strapline (Mentoring Caregivers. Changing Hospitals. Improving the Futures for Newborns and Their Families"), and (3) values. Modifications were considered.

It was agreed that the tagline, "Voice of the Newborn," would remain unchanged.

Discussion ensued to revise the strapline to be inclusive of the wider population served. It was determined to revise the description to read: "Mentoring Caregivers, Changing Hospitals, Improving the Future for Infants and Families." G. McNulty motioned to accept the revised Strap Line. D. Vittner seconded the motion.

Upon motion duly made, it was unanimously

Voted: To accept the revised strapline to be "Mentoring Caregivers, Changing Hospitals, Improving the Future for Infants and Families."

From the NFI Strategic Plan, 17th June 2015, *The values that underlie this work include:*

- NIDCAP care is mindful and reflective.
- NIDCAP care and training supports the family-infant relationship as paramount.
- NIDCAP care is individualized and developmentally supportive of infants, families and staff.
- NIDCAP care is relationship-based.
- NIDCAP care is evidence-based.
- NIDCAP care is integrated in quality health care.

During discussion, it was noted that further refinement of the NFI's values will be undertaken, including drawing from the concepts shared, and used to generate a word cloud, from the previous year's NIDCAP Trainers' Meeting's participants.

The Board reviewed the Program and Organizational Goals outlined in the 2023 Strategic Plan, with a focus on developing an action plan aligned with identified priorities. Discussion focused on the Learning Center, including recommendations for potential actions and achievable objectives for its Director, Nadine Griffiths, and the interrelated development of concrete plans to advance Program Goal (Number 4): "To Increase Online Learning Opportunities."

Following a brainstorming session, the list of current and potential stakeholders was expanded. The Board was invited to identify individuals and organizations that could support achievement of the NFI Strategic Plan goals. J. Powlesland agreed to continue refining the list generated and to identify members best positioned to engage with these stakeholders.

A pilot initiative for Board engagement with members from the wider NIDCAP community will be led by J. Powlesland. This effort includes assessing awareness of NFI and opportunities for alignment with external stakeholders. A working group comprising Board volunteers was established to develop appropriate questions to support this initiative.

D. Buehler requested that dedicated time be allocated within upcoming Board meetings to continue work on the Strategic Plan.

Quality Assurance Advisory Council (QAAC) Update

D. Vittner reported that documents and materials are currently being revised by the NIDCAP Trainers on the QAAC.

Finance Committee Report

J. Hofherr presented the Finance Committee to the Board.

NFI 20206 Trainers Meeting

The 37th Annual NIDCAP Trainers Meeting has been moved to be exclusively online, October 13-15. Due to the changed format an agenda revision was required. F. Clemente provided an update to the Board. The NIDCAP Trainers Meeting program is planned to be finalized within the next week to facilitate budgeting. J. Tyebkhan has agreed to connect with a potential Keynote Speaker, Dr. Erick Ridout to inquire about his availability to present.

NFI End of Year Board Meeting

The End Of Year Board Meeting was scheduled for October 6th at 12:30 pm CET using an online format.

The meeting was adjourned at 15:30 ET.

Submitted by Secretary,

Mandy Daly

