

**Manual of Operation for
Establishing an
Exercise is Medicine[®]
National Center**



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1.0 Introduction

This manual has been designed to assist you in your efforts to bring Exercise is Medicine® (EIM) to your country. The EIM initiative was introduced to advance the implementation of evidence-based approaches and strategies with the express purpose of integrating physical activity into your regional and national health care systems.

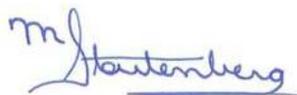
Outlined in this manual are specific steps that are required in developing an EIM National Center. These steps are intended to assist our future partners in developing a sustainable, multi-sectoral program that brings together leaders from all segments of health care and wellness. While the strategies presented in this manual will likely need to be adapted to your particular setting, these steps have been refined through the introduction of EIM to more than 40 countries globally.

It is important that throughout this process, you work closely with the EIM Global Center, as well as your designated Regional Center (their contact information can be found on the EIM website). Both the EIM Global and Regional Centers exist to provide you with guidance and support to make this process as seamless and efficient as possible.

Thank you for taking the initiative to be the one to combine the benefits of physical activity into health care in your country. We feel that this is an extremely important initiative that has the potential to make a dramatic impact on the future health and wellness of our population.



Adrian Hutber, PhD
Vice-President, Exercise is Medicine®
American College of Sports Medicine



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2.0 Initial Steps

2.1 Determine Existence of EIM in Country

The first step in the process of establishing an EIM National Center is to determine whether other individuals have established, or are working to establish, a National Center in your country. The easiest way to make this determination is to check the EIM website and our listing of existing international EIM Partners (insert webpage here). If an EIM National Center **already exists** in your country, please consider using the following resources to help you get involved:

- Support Your National Center Advisory Board – EIM is an initiative that spans multiple sectors throughout a country (i.e., health care, education, research, etc.). There are numerous opportunities for interested individuals to become involved with EIM. Contact your EIM National Center Advisory Board to explore ways that you can become involved.
- Become part of the EIM Network – If working as a part of an Advisory Board is not what you have in mind, there are still numerous ways that you can get involved and be a part of EIM. The EIM Global Center website, as well as your local National Center website, are great sources of information on how you can become a part of the EIM initiative and add your unique skills and training to the growing Professional Network in your country. There is a place in EIM for everyone who wants to be of the initiative!

If EIM **does not** currently exist in your country, we suggest that you begin by first contacting either the Global and/or Regional Centers. There may be individuals currently involved in establishing an EIM National Center that we can help connect you with. There can never be enough help advancing this vital initiative!

If no progress is currently underway, consider the following questions:

- What is your interest in Exercise is Medicine[®]?
- Are you interested in being part of an EIM leadership team?
- Or are your interests more personally and aligned with a specific sector of EIM (i.e., health & fitness professionals)?

We ask that you carefully consider these questions as taking on a leadership role in establishing an EIM National Center is a time-intensive activity that requires a strong sense of leadership, excellent collaborative skills, dedication and sacrifice, and the flexibility in your schedule to coordinate a large, multi-faceted initiative. If this sounds like something you are interested in being a part of - we encourage you to keep reading!

2.2 Determining Level of National Interest

For EIM to be successfully launched and implemented in a country, it is necessary to develop support for the initiative across a broad, multi-sectorial group of leaders in health care and public health. Prior to officially starting the process to creating an EIM National Center, we ask that you start by contacting national health care leaders and stakeholders to determine the level of interest in EIM in your country. Throughout this process, it is essential to identify and be able to convene leading health care providers, health & fitness professionals, public officials, community leaders, and other key stakeholders existing within your country.

Early in the process of forming an EIM National Center, it is essential that leaders in each of the above mentioned categories are contacted, recruited, and invited to participate in the initial EIM National Task Force Meeting(s).

3.0 Developing an EIM National Task Force

3.1 Engaging Key Stakeholders

The next step in the process is to convene a series of stakeholder meeting(s) with key representatives with the express goal of forming a National Task Force (NTF). The NTF serves as the initial organizing body that will guide the formation of the National Center. Upon formation of the National Center, the NTF will formally disband and be replaced by the National Center Advisory Board.

While there are no restrictions on the size and composition of the NTF, it is critical that stakeholders from all major sectors be included in these initial meetings. When identifying key stakeholders, three main objectives should be kept in mind:

1. Selecting Stakeholders Who Are Leaders in their Respective Fields. As much as possible, key stakeholders should be leaders, and not just members, within their respective fields. Involving the leaders from national organizations/institutions will give the future National Center a greater “voice” and presence within these organizations.
2. Multi-Sectoral Representation. For EIM to be successful in a country there must be representative from multiple sectors. For example, an NTF consisting primarily of medical representatives will lack the invaluable perspective of the health & fitness industry and the key linkages to existing community resources. In contrast, an NTF dominated by exercise physiologists and/or health & fitness professionals will likely struggle to gain deep penetration into the national health care system(s).
3. Balance of Senior and Rising Professionals. In selecting individuals to participate in the initial NTF meetings, it is important to consider the balance between established leaders and rising professionals. Typically, established leaders have a wide network of connections and vast experience in their field, but may not have the requisite time available to dedicate towards establishing and maintaining a National Center. Conversely, rising professionals may not yet have the same professional network or work experiences, but may be more willing and able to dedicate their time and effort to advancing the mission, goals and programs of the National Center.

3.2 Convening a National Task Force (NTF) Meeting

Once key stakeholders have been engaged, the next step is to host a series of meetings that will lead to the formation of a NTF. It is important to remember that the NTF is a temporary leadership group that is exploring the possibility of bringing EIM to your country. Therefore, these initial meetings should be exploratory in nature to discuss the strengths that each key stakeholder brings to the table, the current environmental readiness for introducing EIM to your country, and identify additional individuals who should be included in NTF meetings.

As the meetings progress, the members of the NTF should begin to focus on the following objectives:

- Determining the basic structure of the EIM National Center;
- Discuss and identify the key stakeholders who will serve as the National Center Advisory Board members;

- Select an individual(s) who will serve as the Director of the National Center;
- If resources are available, discuss the selection and hiring of a Program Manager for the National Center;
- Selecting an institution (see section 4.2) that will officially host the National Center;
- Discussing the mission and vision of the National Center (Appendix A);
- Identifying priority initiatives of the National Center that will align with the mission and vision;
- Developing a series of short-term goals and timelines for the upcoming year.

4.0 Establishing the EIM National Center

4.1 Selecting the EIM National Center Advisory Board

As the members of the NTF work towards completing the objectives listed in the previous section, the focus should turn to transitioning to an official EIM National Center, which is accomplished with the signing of the Memorandum of Understanding (MOU) with the American College of Sports Medicine. The first step in this process will be the selection of a permanent National Center Advisory Board. As outlined in the MOU, a National Center Advisory Board must consist of official representatives from each of the following categories:

- 1) at least one primary care organization,
- 2) a sports medicine organization, and
- 3) a leading academic center (i.e., a national university)

*Plus any other representatives from national organization that are deemed necessary for long-term success. It is also highly encouraged that an official representative from the National Ministry of Health be invited to participate as a member of the Advisory Board.

There is no minimum or maximum number of Advisory Board Members. However, to maintain equal representation on the Advisory Board, **there should only be one voting member from each participating organization**. Additional individuals from the same organization may be considered as non-voting members and serve as members of working groups. The length, term, and function of Advisory Board Members shall be determined by the working by-laws established by each EIM National Center (see section 4.3).

A list of the members on the National Center Advisory Board will be required as a component of the MOU (see Appendix B). The EIM Global Center will also request that this document be updated yearly by the National Center Advisory Board (see section 6.3).

4.2 Identifying a Host Institution

It is a requirement that EIM be “hosted” within an official institution/organization in each country to provide long-term stability and a sense of permanence. Potential host institutions may include academic centers (i.e., a National University or College) or non-profit organization (i.e., the National Sports Medicine Organization).

It is recommended that the host institution not be a part of a government institution, if at all possible. While the involvement of National and Regional Government institutions is highly encouraged, elected officials and their favored programs change frequently due to election turnover and shifts in focus to different priorities. This leads to a greater level of instability and uncertainty for the future of the EIM National Center. There is a greater likelihood of long-term stability if the National Center is located in a more stable organization, such as the national association for sports medicine (i.e., the Canadian Society for Exercise Physiology). Once a host institution has been identified, an individual responsible for representing that institution will be asked to complete a description of the host institution (Appendix C) and to later officially sign the MOU on behalf of that organization.

4.3 Ratifying the Governance Structure of the EIM National Center

A final step prior to the signing of the MOU, is the development of a series of by-laws that will provide a governance structure for the future. Items that should be spelled out in the by-laws

include: selection of Board Members, election of Advisory Board Leadership (i.e., Director), term limits, Advisory Board meeting schedule, voting procedures of the Advisory Board, and the governance of working groups and National Center sponsored initiatives and programs. A modifiable template of National Center by-laws can be found on the Global Center website or through request of a Global Center staff member.

Key issues that must be required in the National Center by-laws include developing:

- The mission and vision of the National Center;
- Priority initiatives of the National Center that align with the mission and vision;
- A series of short- and long-term goals.

Figure 1. Overview of the Process for Establishing an EIM National Center.



5.0 Completing the Memorandum of Understanding

The following steps should be taken when the previous actions items have been successfully completed and the National Task Force is ready to official launch an EIM National Center.

1. Request the most recent version of the EIM MOU from the Global Center.
2. Review the MOU with representatives from the Regional and Global Center to ensure that the terms are understood and acceptable for all parties involved.
3. Have the official representative from the host institution/organization, initial and date each of the 5 pages of the MOU in the lower right hand corner.
4. Have the representative of the sponsoring institute formally sign the MOU and enter in the organizational information (page 4 of the MOU).
5. The official signing may be done at any time or place. Consider this as an opportunity to increase the awareness and promotion of EIM by hosting a press conference or providing a press release of the official signing. You may also elect to complete the signing of the MOU at an annual conference of the host organization.
6. Scan and email an electronic version of the signed MOU to your corresponding staff member at the EIM Global Center.
7. Mr. Jim Whitehead, the Executive Vice President and CEO of the American College of Sports Medicine, will then sign the document officially certifying the agreement and establishing your EIM National Center.
8. An EIM Global Center staff member will then provide your team with a scanned copy of the final document signed by both parties.

6.0 EIM National Center Administration

6.1 Developing Executive Committees and Working Groups/Sub-Committees

Although only one member of a representative organization is permitted to serve as a voting member of the Advisory Board, it is highly recommend that, under the guidance of the Advisory Board, that additional structures be developed within the National Center to engage other members, such as working groups and sub-committees that are tasked with specific functions for the EIM National Center. Example of these functions could include: a) marketing and outreach, b) community engagement, c) research and evaluation, d) clinical practices, and e) credentialing and training. Additionally, a NC Advisory Board may elect to create an Executive Committee that carries out the day-to-day functions of the NC under the guidance of the Advisory Board.

6.2 Quarterly Reporting

The EIM Global Center reserves the right to request quarterly updates from its global partners. These updates shall include: number of EIM educational trainings conducted and number of professionals trained in that quarter, number of healthcare or fitness professionals in their professional network, as well as the number of hospitals and healthcare systems that have adopted the EIM solution. The EIM Global Center will request updates to this information on a quarterly basis. At a minimum, this information should be maintained by each NC as part of their ongoing evaluation and data recoding process.

6.3 Annual Reporting

The EIM Global Center will also request an annual report of activities from each NC. The Annual Report will include requests for: an updated list of contact information for the NC Director, Manager (if applicable), and Board Members, a description of activities and accomplishments from the previous year, a reporting of NC Advisory Board meetings and communications from the previous year, and goals for the upcoming year.

7.0 EIM National Center Launch Sequence Checklist

- Identify whether EIM currently exists in your country
- Contact the EIM Global and local Regional Center to express interest in bringing EIM to your country
- Convene a series of meetings with key stakeholders in your country working together as an EIM National Task Force
- The National Task Force should discuss creating a framework for the by-laws for a future EIM National Center
- Elect a Director and Board Members for the National Center Advisory Board
- Identify a host institution for the EIM National Center
- Complete the documentation required for establishing an EIM National Center
 - Mission & Vision of the National Center
 - National Center Goals
 - Information on host institution
 - List of Advisory Board Members
- Official signing of the EIM National Center Memorandum of Understanding

Appendix A – Mission and Goals of EIM National Center

Mission of the EIM *(insert country name here)* National Center

The Mission of the EIM _____ National Center is to make physical activity and exercise a standard part of a disease prevention and treatment medical paradigm in _____.

The Vision of the EIM _____ National Center is for physical activity to be considered by all healthcare providers as a vital sign in every patient visit, and that patients are effectively counselled and referred as to their physical activity and health needs, thus leading to overall improvement in the public's health and long-term reduction in health care cost.

Goals of the EIM *(insert country name here)* National Center

The Goals of the EIM _____ National Center are to:

1. To increase the number of health care professionals who are assessing, prescribing and counselling patients in physical activity;
2. To increase the number of individuals meeting the _____ Physical Activity Guidelines; and
3. To encourage the appropriate use of qualified health fitness professionals in the prevention and treatment of chronic disease.

Appendix B – Description of National Center Advisory Board Members

The EIM (*insert country name here*) National Center Advisory Board consists of the following members representing the following organization(s):

Member Name & Advisory Board Position	Organization & Position	Member Contact Information (email & phone)
1. John Doe, MD Professor	National Association of... Director of...	johndoe@hotmail.com (011) 57-320-1212
2. John Doe, MD Professor	National Association of... Director of...	johndoe@hotmail.com (011) 57-320-1212
3. John Doe, MD Professor	National Association of... Director of...	johndoe@hotmail.com (011) 57-320-1212
4. John Doe, MD Professor	National Association of... Director of...	johndoe@hotmail.com (011) 57-320-1212
5. John Doe, MD Professor	National Association of... Director of...	johndoe@hotmail.com (011) 57-320-1212
6. John Doe, MD Professor	National Association of... Director of...	johndoe@hotmail.com (011) 57-320-1212
7. John Doe, MD Professor	National Association of... Director of...	johndoe@hotmail.com (011) 57-320-1212
8. John Doe, MD Professor	National Association of... Director of...	johndoe@hotmail.com (011) 57-320-1212
9. John Doe, MD Professor	National Association of... Director of...	johndoe@hotmail.com (011) 57-320-1212
10. John Doe, MD Professor	National Association of... Director of...	johndoe@hotmail.com (011) 57-320-1212

Appendix C – Description of Host Institution for the EIM National Center

Example – The Changi Sports Medicine Centre (EIM Singapore)

Changi Sports Medicine Centre is the largest multi-disciplinary sports medicine centre in Singapore, equipped with the latest technologies and a fully equipped gym for sports injury treatment and rehabilitation, performance enhancement, and weight management. The centre provides multidisciplinary care under one roof, with Sports Physicians, Sports Orthopaedic Surgeons, Sports Physiotherapists, Sports Trainers, Sports Dietitians and Sports Podiatrists to deliver integrated and holistic care for athletes.

