

**Establishing an
Exercise is Medicine[®]
National Center**



Table of Contents

1.0	Introduction.....	2
2.0	Initial Steps.....	3
2.1	Determining EIM Presence in Your Country	
2.2	Determine Level of National Interest for EIM	
3.0	Developing an EIM National Task Force.....	4
3.1	Engaging Key Stakeholders	
3.2	Convening EIM National Task Force Meetings	
4.0	Establishing an EIM National Center.....	6
4.1	Selecting the National Center Advisory Board	
4.2	Identifying a Host Institution	
4.3	Ratifying the Governance Structure of the EIM National Center	
5.0	Completing the Memorandum of Understanding.....	8
6.0	EIM National Center Administration.....	9
6.1	Developing Working Groups/Sub-Committees	
6.2	Quarterly Reporting	
6.3	Annual Reporting	
7.0	EIM National Center Launch Sequence Checklist.....	10
8.0	Appendices.....	11
8.1	Appendix A – Mission and Goals of the EIM National Center	
8.2	Appendix B – Sample of EIM National Center Advisory Board	
8.3	Appendix C – Description of the Host Institution	
8.4	Appendix D – Example of the EIM Memorandum of Understanding	

1.0 Introduction

This manual is designed to assist you in your efforts to introduce Exercise is Medicine® (EIM) in your country. The EIM initiative seeks to advance the integration of physical activity into health systems as a standard in patient care for the prevention and treatment of chronic diseases.

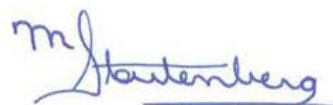
Outlined in this manual are the specific steps required in developing an EIM National Center. These steps are intended to assist future partners develop a sustainable, multi-sectoral program that unites leaders from medicine, healthcare administration, public health, and exercise science. While the specific steps outlined in this manual may need to be adapted to your particular country, the underlying principles have evolved from our efforts in introducing EIM in more than 40 countries around the world.

As you advance through the process of developing a National Center, we encourage you to work closely with the EIM Global Center, as well as your designated EIM 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 dedicating the time and effort in bringing EIM to your country. We feel that the promotion of physical activity through the healthcare sector is an extremely important initiative that has the potential to make a significant impact on the future health and wellness of a large segment of our population. We look forward to moving EIM forwards with you!



Robyn Stuhr, MA, ACSM-RCEP
Vice-President, Exercise is Medicine®
American College of Sports Medicine



Mark Stoutenberg, PhD, MSPH
EIM International Program Officer
American College of Sports Medicine

2.0 Initial Steps

2.1 Determine EIM Presence in Your 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 our EIM Global Directory (http://www.exerciseismedicine.org/eim_map).

If an EIM National Center **already exists** in your country, please consider the following options in getting involved with the initiative:

- Support Your National Center Advisory Board – there are numerous opportunities for individuals from all fields and disciplines to become involved with EIM. To truly achieve a population level impact, National Centers are in need of all the assistance they can get. Contact you're the leadership of your EIM National Center using the email link on our EIM Global Directory webpage to discuss ways that you can get involved.
- Become part of the EIM Network – If you are not interested in a leadership role, there are numerous other ways to become involved. Work with your Advisory Board to implement EIM in your local region or become part of an EIM Professional Network being developed in your country.

If EIM **does not** exist in your country, we suggest that you begin by contacting the EIM Global Center. There may be individuals currently working to establish an EIM National Center with whom you can be connected. If no progress is currently underway in your country, we ask you to consider the following questions:

- What is your overall interest in working with Exercise is Medicine®?
- Are you interested in being part of a leadership team that oversees a multi-sectoral, national initiative?
- Are you willing to dedicate a significant amount of time, likely as a volunteer, over the next few years in developing EIM in your country?
- Or are you more interested in a specific area or sector of EIM (i.e., exercise 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 excellent collaborative and leadership skills, dedication, sacrifice, and flexibility in your schedule. If this sounds like something you are interested in being a part of - we encourage you to keep reading!

2.2 Determine Level of National Interest

For EIM to be successfully launched in a country, it is necessary to develop support for the initiative across a broad of leaders. Prior to starting the process of creating an EIM National Center, we suggest that you start by contacting national healthcare leaders and stakeholders to determine their level of interest in joining EIM. It is essential to identify and engage leading healthcare providers and their associations, public health officials, community leaders, exercise professionals, and other key stakeholders to ensure the success of your EIM National Center!

3.0 Developing an EIM National Task Force

3.1 Engaging Key Stakeholders

The next step in the process of establishing an EIM National Center is to convene a series of stakeholder meetings with key representatives with the goal of forming a temporary 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 formally disbands and is replaced by the National Center Advisory Board.

It is essential that leaders from multiple professional fields and organizations are contacted and invited to participate in the initial EIM National Task Force Meeting(s). 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 meetings from the very beginning. When identifying key stakeholders, four main objectives should be kept in mind:

1. Seek Partnerships with National Organizations. As you reach out to different leaders in your country, we encourage you to contact national organizations related to EIM, such as primary care, sports medicine, geriatrics/pediatrics, and exercise science. Involving these national organizations and/or institutions will give your National Center greater reach in establishing national presence, increasing your future impact.
2. Select Stakeholders Who Are Leaders in their Respective Fields. Key stakeholders should be leaders, and not just members, within their respective fields. These individuals should represent their associations and report back directly to the leadership of the association on the progress of the NTF.
3. Multi-Sectoral Representation. For EIM to be successful in a country there must be representative from multiple sectors. An NTF consisting primarily of medical representatives will lack the valuable perspective of exercise professionals and establishing linkages to existing community resources. In contrast, an NTF dominated by exercise scientists/exercise professionals may struggle to understand the complexities involved with integrating physical activity into a healthcare system.
4. Balance of Senior and Rising Professionals. In selecting individuals to participate in the initial NTF meetings, it is important to establish a balance between senior leaders and rising professionals. Typically, established leaders have a wide network of connections and vast experience in their field, but may have limited time to dedicate towards establishing and maintaining a National Center. Conversely, rising professionals may not yet have the same professional network or work experience, 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 National Task Force (NTF) Meetings

Once key stakeholders have been identified and 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 established to explore 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, opportunities and readiness for introducing EIM to your country, and to identify additional individuals and groups that should be included in the NTF meetings. Due to the national scope of the NTF, these meetings do not have to be conducted in person. We encourage groups to explore other methods (i.e., conference calls, group skype calls) to reduce the time and burden on stakeholders to participate in these initial talks.

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

- Discussing the mission and vision of the National Center (Appendix A);
- Identifying the priority initiatives of the National Center that are in alignment with the established mission and vision;
- Developing a series of short- and long-term goals, as well as timelines for these goals, over the upcoming one to five years;
- Determining the basic structure of the EIM National Center;
- Identifying the key stakeholders who will serve as the National Center Advisory Board members;
- Selecting an individual(s) who will serve as the Director of the National Center;
- If resources are available, discussing the selection and hiring of a Program Manager for the National Center;
- Selecting an institution that will officially host the National Center (see section 4.2).

4.0 Establishing the EIM National Center

4.1 Selecting the EIM National Center Advisory Board

As the members of the NTF complete the objectives listed in the previous section, the focus turns to transitioning to an official EIM National Center with the end goal of signing a Memorandum of Understanding (MOU) with the American College of Sports Medicine (ACSM), the EIM Global Center, and the relevant EIM Regional Center.

The first step in this process will be the selection of a permanent National Center Advisory Board. The MOU states that 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).
- 4) It is also highly encouraged that an official representative from the National Ministry of Health is invited to participate as a member of the Advisory Board.

* Other representatives from national organizations considered necessary for the long-term success of the EIM National Center may also be included as Advisory Board members.

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

A list of the individuals and their voting status on the National Center Advisory Board is a required component of the MOU (see Appendix B). The EIM Global Center will request for this documentation to be updated annually by the National Center Advisory Board (see section 6.3).

4.2 Identifying a Host Institution

EIM National Centers must be “hosted” by an official institution/organization in each country to provide long-term stability. Potential host institutions may include academic centers (i.e., a university or college), non-profit organizations (i.e., a national sports medicine organization), or a healthcare system. The host institution will be responsible for the legal charter of the National Center, as well as receiving and distributing any funds generated (i.e., fundraising donations, sponsorships).

- We recommend that a host institution not be a part of a government institution. While the involvement of government institutions is highly encouraged, elected officials and their programs change, resulting in a shift in focus and priorities. This may lead to long-term instability of an EIM National Center. There is a greater likelihood of long-term stability of a National if it is located in a more stable organization, such as a national sports medicine association.

- We also strongly recommend that an EIM National Center not be hosted in a small non-profit organization (or NGO) created by the Advisory Board for the express purpose of establishing an EIM National Center. Hosting the National Center in a private NGO may raise questions regarding the appearance of transparency, and may also limit the national scope and prominence of the initiative in the future.
- A last, but extremely important point, is that the MOU states that the host institution shall not retain control over the EIM National Center, its finances, academic property, or its activities. The host institution may place only one voting member on the Advisory Board. This clause has been added to the MOU to prevent a host institution from seizing control of the initiative and acting in their own best interests and against the desires of the Advisory Board.

Once a host institution has been identified, a brief description and logo of the institution will be required as a part of the National Center Launch Documentation (see Appendix C).

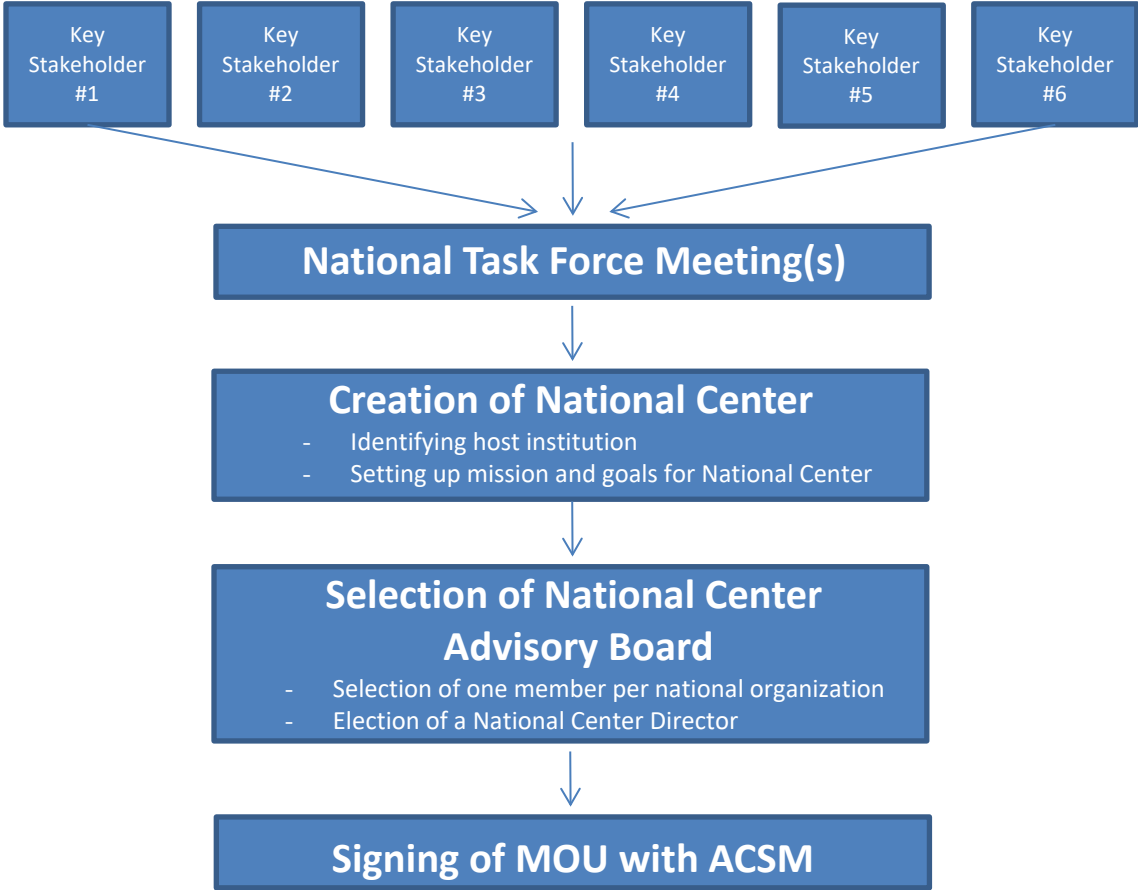
4.3 Ratifying the Governance Structure of the EIM National Center

A final recommended step prior to the signing of the MOU is the development of a series of by-laws to create a governance structure and operating code for the EIM National Center. Items that should be spelled out in the by-laws include: selection of Advisory Board Members, election of Advisory Board leadership (i.e., the National Center Director), term limits, Advisory Board meeting schedule, voting procedures of the Advisory Board, governance of working groups, and oversight of National Center sponsored initiatives and programs. A modifiable template of National Center by-laws can be found on the Global Center website or by request of an EIM Global Center team member.

Key issues that must be developed by the National Center, which will be requested as a part of the EIM National Center Launch Documentation (see Appendix B), include:

- A mission and vision of the National Center;
- Priority initiatives of the National Center to achieve the mission and vision;
- Short- and long-term goals.

Figure 1. Overview of the process for establishing an EIM National Center.



5.0 Completing the Memorandum of Understanding

After completing the steps outlined in section 4.0, the official completion of the MOU will include the following steps:

1. Request the most recent version of the MOU from the EIM Global Center.
2. Review the MOU with representatives from the EIM Global and/or Regional Center to ensure that the terms are understood and acceptable for all parties involved.
3. The MOU may be translated to the primary language of the National Center. However, the translation of the MOU shall be completed by the host country. An English version must be signed along with any translated versions. If there are any discrepancies in the language or interpretation of the MOUs, the English version will serve as the final version.
4. The signing institution shall enter information on pages one detailing the date of the signing, the name and address of the host institution, and the country of the National Center. If the MOU is being completed in another language along with English, this too should be updated on page 4.
5. The official representative from the host institution shall initial and date pages 1-3 and 5 in the lower right hand corner before signing and dating the MOU on page 4.
6. The official signing may be done at any time or place. However, the MOU shall be signed first by the host institution, followed by the Executive Vice President/CEO of ACSM. The signing of the MOU presents a great opportunity for marketing efforts to increase the public awareness of EIM. Consider hosting a press conference and providing press releases of the official signing to local and national news and social media agencies. You may also elect to complete the signing of the MOU at an annual conference of the host organization.
7. Scan and email an electronic version of the signed MOU (or mail a hard copy of the signed documents if preferred) to your corresponding team member at the EIM Global Center.
8. Mr. Jim Whitehead, the Executive Vice President/CEO of the American College of Sports Medicine, will then sign the document officially establishing your EIM National Center.
9. An EIM Global Center team member will then provide your team with either a scanned copy of the final document or a hard copy (via email) 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, 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. The NC Advisory Board may also elect to create an Executive Committee that carries out the day-to-day functions of the NC under the guidance of the Advisory Board.

In developing the mission and goals of the National Center, it is important to similarly align the administrative structure to help achieve these goals. 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.

6.2 Education, Training & Program Implementation

The EIM Global Center strongly encourages each National Center to make one or more of the following strategies a focal point of their EIM programming:

1. Education and training of healthcare providers
2. Education and training of exercise professionals
3. Implementing the EIM Solution in healthcare systems

These three strategies embody the basic principles of EIM and should be considered as essential elements of a successful National Center. To this end, it is highly recommended that separate working groups or sub-committees be developed to specifically oversee the growth of each of these strategies.

6.3 Annual Reporting

The EIM Global Center reserves the right to request regular 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 may request such updates on an ongoing basis. At a minimum, this information should be maintained by each NC as part of their ongoing evaluation and data recoding process.

6.4 Annual Reporting

The EIM Global Center will 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 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
- National Task Force members create a framework for the by-laws of the future EIM National Center that include a mission and vision, as well as short- and long-term goals
- Elect a National Center Director and Advisory Board Members to oversee the direction and growth of the EIM National Center
- Identify a host institution for the EIM National Center
- Complete the EIM National Center Launch Documentation
 - 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 with ACSM

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 healthcare 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 exercise 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.

