

# ECHO Clinics Benchmark Document

**Phase One: Exploring: Months 1-3**  
**Goal: Completion of Environmental Scan**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Initial meeting with Consultant and Planning Team: Process overview, establishment of planning structure and leadership roles, discussion of legal structure					See Clinic Start Up Model And Non Profit Governance Model
<input type="checkbox"/>	Business Plan Outline Reviewed					See Business Plan Outline
<input type="checkbox"/>	Environmental Scan Tasks Assigned					See Business Plan Outline
<input type="checkbox"/>	Environmental Scan Completed				By end of 3 <sup>rd</sup> month of engagement	
<input type="checkbox"/>	Planning Team Leader and Consultant review completed Environmental Scan					
<input type="checkbox"/>	ECHO Team review of Environmental Scan					First Evaluation by ECHO Team

**Phase One: Exploring: Months 3-6**

**Goal: Completion of Business Plan**

**Planning Team has established leader, regular meetings and together address these bigger picture issues toward completion of Business Plan**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Writing of Business Plan assigned					Content dependent on ES
<input type="checkbox"/>	Values, Mission and Vision					
<input type="checkbox"/>	Legal structure determined					
<input type="checkbox"/>	Clinic model determined (free, hybrid, charitable)					
<input type="checkbox"/>	Number of patients visits anticipated in year 1, 2 and 5					
<input type="checkbox"/>	Clinic goals determined					
<input type="checkbox"/>	Consideration of board versus planning group functions. Board members recruited				Month 4	Board training planned for month 7.
<input type="checkbox"/>	Business Plan Completed				By end of 5th month	
<input type="checkbox"/>	Planning Team Leader and Consultant review completed Business Plan					
<input type="checkbox"/>	ECHO Team review of Business Plan					Second Evaluation by ECHO Team
<input type="checkbox"/>	Sets date for board training in Month 7				Following Evaluation	Coordinate with ECHO Consultant

**Planning Team subcommittees could be established to address the following areas**

**Legal Tasks**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Determine legal status of clinic (new non-profit, clinic under existing nonprofit structure). If new nonprofit, number of board members should be determined with Planning Team so recruitment can begin ahead of Board training in Month 7					Required for completion of Business Plan. If new 501 (c) (3) to be established, timing of document submission to be discussed with Consultant and in Planning Team
<input type="checkbox"/>	Research and apply for state nonprofit status (will require written articles of incorporation, paying state fee, etc.)					Filing for state nonprofit status may include <b>fee</b> payable at time of submission. Typically does not require attorney involvement but would be considered best practice
<input type="checkbox"/>	Register with state to solicit charitable funds					May require <b>fee</b>
<input type="checkbox"/>	Research and apply for federal 501(c)3 status if determined by Planning Team (will require written by laws and completion of application)				Priority: IRS determination may take 12 months. To be discussed with consultant	<a href="http://www.irs.gov/Charities-&amp;-Non-Profits/How-to-Apply-to-Be-Tax-Exempt-1">http://www.irs.gov/Charities-&amp;-Non-Profits/How-to-Apply-to-Be-Tax-Exempt-1</a> Best to have attorney familiar with nonprofits to assist with requirements. At a minimum, attorney to review application before filing. <b>Fee required at filing.</b>
<input type="checkbox"/>	Initial board of directors as named in nonprofit documents begin to meet monthly when application is filed				Upon IRS filing	Names of initial board members may be reflected in Business Plan. <a href="#">See Board Job Descriptions</a>
<input type="checkbox"/>	Assign FTCA application lead to explore process, work in conjunction with Operations					Plans should be reflected in Business Plan
<input type="checkbox"/>	Assign lead to explore clinic insurance needs , to include Directors and Officers insurance					Plans should be reflected in Business Plan.
<input type="checkbox"/>	Establish mailing address, open bank account					

**Operations Tasks**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Informed by the Environmental Scan: Target population, eligibility criteria, scope of services, clinic days and hours, walk in or appointment				By the end of Month 5	These decisions will be reflected in the Business Plan
<input type="checkbox"/>	Develop staffing needs, paid and/or unpaid, including recruitment plans				By the end of Month 5	Will be reflected in Business Plan
<input type="checkbox"/>	Explore partnerships with existing medical and social service providers				By the end of Month 5	Will be reflected in Business Plan
<input type="checkbox"/>	Explore and recommend data collection, use and analysis tools (EMR) and processes				By the end of Month 5	Will be reflected in Business Plan
<input type="checkbox"/>	Begin work with legal committee to address FTCA policies re: credentialing, privileging, quality assurance, risk management				By the end of Month 5	Will be reflected in Business Plan
<input type="checkbox"/>	Develop budget for years 1 and 2 of clinic operations				By the end of Month 5	Will be reflected in Business Plan

**Site Tasks**

<input type="checkbox"/>	Research clinic location options				By the end of Month 5	Will be reflected in Business Plan
<input type="checkbox"/>	Explore costs, process involved in options				By the end of Month 5	Will be reflected in Business Plan

**Finance Tasks**

<input type="checkbox"/>	In concert with Operations Committee, establish year 1 budget				By the end of Month 5	Will be reflected in Business Plan
<input type="checkbox"/>	Develop funding plan for first year of operations				By the end of Month 5	Will be reflected in Business Plan

**Phase Two: Developing: Months 7-12**

**Goal: Preparation for Clinic Opening**

**Board of Directors Tasks**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Board members read business plan as a part of recruitment effort and prior to training				Month 7	
<input type="checkbox"/>	Board training conducted				Month 7	ECHO consultant provides training
<input type="checkbox"/>	Board elects officers and establishes terms				Month 7	
<input type="checkbox"/>	Board establishes regular monthly meeting schedule				Month 7	
<input type="checkbox"/>	Board reviews, revises, approves first year budget, creates funding plan				Month 7	
<input type="checkbox"/>	Establishes target date for clinic opening based on input from Planning Team leader about readiness and on ability to raise needed funds				Month 8	
<input type="checkbox"/>	Board assumes responsibility for ensuring risk management needs are met: FTCA, D&O, liability, professional liability, etc.					
<input type="checkbox"/>	Develop Personnel P&P				Month 10	<a href="#">See ECHO P&amp;P list</a>
<input type="checkbox"/>	Develop plan for hiring of Ex Dir/Clinic Director and dissolution of Planning Team				Month 8-9	
<input type="checkbox"/>	Executive Director and Medical Director in place				Month 10	
<input type="checkbox"/>	EMR Purchased				Month 10	
<input type="checkbox"/>	Ensure FTCA and all insurance in place				Month 12	

**Board of Directors Tasks Continued**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	All Policies reviewed and approved				Month 12	
<input type="checkbox"/>	Press release, media campaign re: Clinic opening, open house, staff hired, etc.				Month 12	
<input type="checkbox"/>	Determine what/how ED will report about initial clinic sessions				Month 12	
<input type="checkbox"/>	Board to assume responsibility for legal and financial oversight, determines what communication will be handled by ED/staff versus Board				Month 12	

**Planning Team Tasks**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Ensures integration of all operational aspects of clinic development via monthly meetings				On-going	
<input type="checkbox"/>	Planning Team Leader attends monthly board meeting to ensure clear communication				On-going	
<input type="checkbox"/>	Determines who will be responsible for external communication: website, news, speaking engagements, roster of interested parties. Need for communications/marketing committee?				Month 7	
<input type="checkbox"/>	Proposes date for clinic opening to Board				Month 8	
<input type="checkbox"/>	Engages in timeline exercise to coordinate tasks remaining until clinic opening				Month 8	
<input type="checkbox"/>	Planning Team led by Executive Director when hired, will work and meet at discretion of ED				Month 10	

**Legal Tasks**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Tracks communication with IRS				On-going	
<input type="checkbox"/>	FTCA Application begun				End of Month 7	Work with Operations for policy development
<input type="checkbox"/>	FTCA Application submitted				Early in Month 10	Allow 2 months for application to be processed before clinic opens
<input type="checkbox"/>	Insurance needs met, premiums paid				Month 11	
<input type="checkbox"/>	Determine plan for Open House, Grand Opening, Ribbon cutting, "soft" opening, etc.				Month 11-12	
<input type="checkbox"/>	Legal responsibilities become responsibilities of the Board					

**Operations Tasks**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Create team and process to determine EMR needs, to include naming a "data champion"				Month 7	<a href="#">Review ECHO annual survey data needs</a> . EMR to be purchased in Month 10
<input type="checkbox"/>	Explore Patient Flow Exercise to determine: stations patient will visit with corresponding job descriptions, supplies, equipment, costs and number of volunteers needed in each position during clinic session				Month 8	
<input type="checkbox"/>	Propose clinic organizational chart				Month 9 to board for hiring purposes	

**Operations Tasks Continued**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Propose volunteer structure and needs: coordinator? P&P? Volgsitics?					See P&P list
<input type="checkbox"/>	Create Clinical Policies and Procedures Manual. Policies must be approved by Board					See ECHO template and list for P&P
<input type="checkbox"/>	Quality Assurance, Risk Management, Privileging and Credentialing policies per FTCA					Work in conjunction with Legal
<input type="checkbox"/>	Determination of how patients' needs for medications will be handled					
<input type="checkbox"/>	Develop clinic formulary					
<input type="checkbox"/>	Lab and radiology needs					
<input type="checkbox"/>	Patient triage process					
<input type="checkbox"/>	Referrals for patient specialty care: resources, process, costs					
<input type="checkbox"/>	EMR Charting and data collection expectations: who, when, how					Review ECHO annual survey
<input type="checkbox"/>	EMR Training: ED, Med Director, Data Champion				Month 10	
<input type="checkbox"/>	Forms developed based on EMR selected					
<input type="checkbox"/>	"Pioneer volunteers" selected to work first 6 weeks of clinic for continuity and feedback				Month 11	
<input type="checkbox"/>	Dry Run scheduled					
<input type="checkbox"/>	P&P in place				Month 12	
<input type="checkbox"/>	Volunteer Training scheduled				Month 12	
<input type="checkbox"/>	Dry Run Conducted				1-2 weeks prior to opening	ECHO consultant may be present for this



Site Tasks

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Gain understanding of site needs: square ft, computer, hand washing,					
<input type="checkbox"/>	Research clinic location options					
<input type="checkbox"/>	Explore costs, complexity of each option					
<input type="checkbox"/>	Secure necessary permits					
<input type="checkbox"/>	Create renovation and site drawings with cost estimates					
<input type="checkbox"/>	Renovation plan and oversight					
<input type="checkbox"/>	Secure utilities: electrical, phone, internet, etc.					
<input type="checkbox"/>	Facility equipped and inspected. Permits/licenses secured				Month 12	

Finance Tasks

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Explore funding options to be shared with Board for proposed funding plan for 1 <sup>st</sup> year budget					
<input type="checkbox"/>	Develop accounting P&P for board approval					
<input type="checkbox"/>	Explore accounting software for Board proposal					
<input type="checkbox"/>	Work with Planning Team and Board for input re: community awareness/fundraising events				On-going	Work will be assumed by Board at some point
<input type="checkbox"/>	Assist in development of job description for bookkeeping function for clinic					Bookkeeper/Board treasurer roles clearly differentiated
<input type="checkbox"/>	Recommend on line donation function via website					

**Communication/Marketing Tasks**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Establish community awareness plan					
<input type="checkbox"/>	Establish media connections (print, radio, ecumenical alliances, service organizations)					
<input type="checkbox"/>	Establish roster for speaking engagements to be carried out by Board, Planning Team Leader, Medical champion, etc.)					
<input type="checkbox"/>	Maintain roster of interested parties: clinic volunteers when open, those who will help with startup, those who want to be advised of updates, etc.					
<input type="checkbox"/>	Develop marketing materials (PowerPoint presentations, flyers, brochures, video)					
<input type="checkbox"/>	Develop website, Facebook page					
<input type="checkbox"/>	Notify referral resources of start date					
<input type="checkbox"/>	Post information in client-centered locations					
<input type="checkbox"/>	Grand Opening Celebration!					

**Month 13  
Clinic Opens!**

**Phase Three: Implementing: Months 13-18**

**Goal: Review of Organizational Health**

**Executive Director Tasks**

Completed	Task	Date Task Began	Responsible Party	Date Task Completed	Expected Completion Date	Notes
<input type="checkbox"/>	Conduct de-brief in some manner after each of first 6 week clinic sessions to determine immediate P&P revisions and communication needed, additional supplies, etc.					
<input type="checkbox"/>	Meet with key staff (paid or unpaid) in first six weeks as needed					
<input type="checkbox"/>	Plan for debrief of operations at end of 6 weeks of clinic operation for larger, systemic changes needed and to problem-solve challenges				Month 14	Review with ECHO consultant
<input type="checkbox"/>	Review initial clinic data, using ECHO annual survey to report, update on progress, needed problem-solving, budget status				Month 16	See <a href="#">ECHO Annual Survey</a> , Review with ECHO consultant
<input type="checkbox"/>	Review initial clinic data, using ECHO annual survey to report, update on progress, needed problem-solving, budget status. ED completes ECHO exit survey				Month 18	

**Board Tasks**

<input type="checkbox"/>	Continue monthly board meetings with ED report of relevant operational information					
<input type="checkbox"/>	Review initial clinic data		ED		Month 16	
<input type="checkbox"/>	Review initial clinic data		ED		Month 18	
<input type="checkbox"/>	Board sets date for Strategic Planning Process				Month 18	
<input type="checkbox"/>	Check in with ECHO consultant, Board completes ECHO exit survey, ECHO consultant provides final observations and recommendations				Month 18	Formal engagement with ECHO for startup services complete

