

Medical Fitness Association Fitness Facility Director and Medical Fitness Facility Director Certifications

Candidate Handbook: 2020-2022



MFA Certification Candidate Handbook

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IMPORTANT: *The purpose of this document is to provide essential information about the policies & procedures for sitting for the MFA Director Certification examination. MFA requires that all applicants read this entire document.*

A Message from our President/CEO



Welcome! Congratulations on your decision to take your career to the next level by pursuing the only management credential in the fitness industry through the Medical Fitness Association (MFA). The Medical Fitness Association membership consists of exercise and health professionals, health coaches and nutrition specialists and a large group of other dedicated staff and managers who help to improve the lives of those whom they serve on a daily basis.

MFA is dedicated to helping our members achieve success through standards creation, education, benchmarks and professional development. The Association offers three certification programs all designed to improve the operations of the facility and helping to maximize employee and facility performance.

In this handbook, you will learn about the two Director level certification programs we offer, the eligibility requirements for each and guidance on preparing for either, or both, pathway(s).

Thank you for elevating your game so that, together, we can improve the operational readiness for the entire industry and help to prepare it for the coming healthcare transformation from a “Sick Care” model towards a prevention and chronic disease management model.

We invite you to be part of the revolutionary transformation by positioning yourself to be a leader in this emerging space. We thank you for making MFA certification an important part of your career journey.

With warm regards,



Robert D Boone, MBA, MHA, FACHE, FMFA

Medical Fitness Association Fitness Facility Director and Medical Fitness Facility Director Certifications

I. Introduction

a. About MFA

The Medical Fitness Association (MFA), a non-profit organization, was formed in 1991 to assist medically integrated health and fitness centers achieve their full potential. The Association is a professional membership organization that strives to ascertain and respond to the needs of medically integrated fitness centers throughout the world. As a resource to the medical fitness industry, MFA is 100% focused on medical fitness, and is the first association to have focused on an integrated model of fitness and wellness. Medical fitness is our #1 mission—and our ONLY mission.

Medically integrated health and fitness centers are defining the future of professionally administered programs and services to aging populations, and are improving outcomes for clients/patients with chronic diseases and multiple risk factors. These centers have proven they can provide a continuum of care, fulfill the mission of their sponsoring institution, and be financially viable in a variety of communities. The pioneers in the medical fitness industry believe the future of hospitals and other wellness/fitness organizations is in improving the health status of the communities they serve. Preventing and managing disease is the key to the future.

b. MFA Mission Statement

The Medical Fitness Association is a member-driven, non-profit organization. Our mission is to foster opportunities for the development and operational success of medically integrated fitness centers. MFA provides industry standards, educational programs, benchmarks, outcome measurements, professional development and networking opportunities for the medical fitness industry.

c. Purpose of the MFA Director Certification Programs

For over 25 years, the Medical Fitness Association has provided fitness leaders with educational resources, networking opportunities and facility certifications. MFA now offers two individual professional certifications to help you take your career to the next level. The Certified Fitness Facility Director (CFFD) is for current and aspiring fitness facility directors in any part of the fitness industry. The Certified Medical Fitness Facility Director (CMFFD) is for current and aspiring directors of medical fitness facilities, or those new to management in medical fitness facilities building on the base knowledge evaluated by the CFFD Examination. These certifications, the only two management credentials in the health and fitness industry, are designed to help raise the level of professionalism across the entire fitness industry and to expose commercial fitness leaders to the importance of understanding how fitness providers

can play a part in the development of population health strategies in healthcare now and into the future.

d. Description of the Examinations

- **The Fitness Facility Director Certification** Examination is comprised of 100 multiple-choice questions designed to test the knowledge of management professionals to ensure they understand the fundamentals of facility operations and can operate a commercial fitness facility while creating a safe and sustainable environment.
- **The Certified Medical Fitness Facility Director** Examination consists of 50 multiple-choice questions designed to test the knowledge of management professionals to ensure they understand the fundamentals of medical fitness facility operations and can operate either a commercial or medical fitness facility while creating a safe and sustainable environment of care for an entire range of fitness operations from general fitness to disease management programming that integrates seamlessly with both the fitness center’s core offerings and the local continuum of care.

e. Accreditation

The Medical Fitness Association has applied to the National Commission for Certifying Agencies (NCCA) to accredit its two certification programs. The NCCA, created in 1987, is the accrediting body of the Institute for Credentialing Excellence (ICE), which was formerly known as the National Organization for Competency Assurance (NOCA). The NCCA is an independent non-governmental agency that accredits certification programs in a variety of professions, including athletic training, dietetics, occupational therapy, financial services, and fitness, to help ensure the health, welfare, and safety of the public. The NCCA reviews the certification organization’s procedures, protocols, and operations, and determines if the certification properly discriminates between those who are qualified and those who are not qualified to be awarded the respective credential. The NCCA evaluates the processes and systems used by an organization to identify professional role and scope of practice, develop examination content, and provide proper examination administration and scoring to ensure the following:

- The examination process is fair and unbiased
- The assessment accurately measures the candidate’s competence to earn the certification and enter the job role
- The public is protected from unqualified or ineffective practitioners
- The organization has the means to support its professionals

The NCCA has 24 Standards that a certification organization must meet and remain in compliance with in order to earn NCCA Accreditation. These NCCA Standards serve as a benchmark for how organizations should conduct certification programs.

For more information about the National Commission for Certifying Agencies, please go to the NCCA website: www.credentialingexcellence.org/p/cm/ld/fid=86 .

f. Statement of Non-Discrimination

MFA recognizes its responsibility to administer all of its programs in a manner consistent with federal, state and local laws and regulations. In particular, MFA recognizes that equal opportunity is fundamental to equality in all forms of human endeavor. Therefore, all administrative practices and procedures will be applied free of discrimination on the basis of race, creed, national origin or heritage, age, religion, sex, gender or gender expression or identity, sexual orientation, pregnancy, physical or mental disability, medical condition, ancestry, marital status, or service in the uniformed services

II. Certification Examination Eligibility Criteria

a. Eligibility Criteria for the Fitness Facility Director Examination

For the Fitness Facility Director Certification, the candidate must have a minimum of three years of experience in a management/leadership position with a bachelor's degree or higher in an exercise science, or business-related field, or five years of experience in a management/leadership position with a minimum of an associate's degree in exercise science, or business-related field. In addition, the candidate must currently be (or recently within one-year period) in a supervisory or management position in a fitness facility.

Select master's degree programs in Health and Fitness Management that demonstrate incorporation into their curriculum the job tasks and associated knowledge statements found in the Medical Fitness Facility Director job analysis and test blueprint may apply to allow their students to sit for the Fitness Facility Director Certification upon graduation with a waiver of the experience and positional requirements. If, in the sole discretion of the MFA Certification Committee, the curriculum adequately covers the task and knowledge statements outlined in the test blueprint, permission may be granted.

b. Eligibility Criteria for the Medical Fitness Facility Director Examination

For the Medical Fitness Facility Director Certification, the candidate must have passed the Fitness Facility Director Certification Examination and currently (or within the most recent one year) be serving in a supervisory or management role in a medically integrated fitness facility for at least one (1) year.

III. MFA Certification Examination Development

a. The MFA Director Certification Board:

MFA has a pool of committed and qualified volunteer Subject Matter Experts (SME) for its certification program. Each SME for a given program must hold that certification, or qualifications that are equivalent to, or exceed, the certification, and they must work in the role of the certified professional, or supervise or educate professionals who serve in the specific certificant role. The Director Certification Board (DCB) meets regularly and must have at least a quorum of members to act on any matters requiring a vote. The DCB Nominating Committee takes care to ensure that the DCB includes representation from the primary geographic and gender distribution of the certified population.

The MFA Director Certification Board functions independently in its oversight of Medical Fitness Association certification activities. This includes governance over examination development and administration, eligibility requirements to sit for and then earn an MFA Certification, issuance of certifications, criteria for maintaining MFA Certifications through enhanced continued competence, and developing and implementing disciplinary procedures.

The MFA staff upholds MFA's established policies and procedures in maintaining the integrity of all examinations set in accordance with NCCA accreditation standards. MFA Certifications are awarded only to individuals who meet the eligibility requirements for the certification and then demonstrate that they meet or exceed the established level of professional competence by passing the certification examination.

Governance for MFA Certification program is provided by the MFA Director Certification Board. MFA's President and CEO directly oversees all administrative acts of the MFA Certification process, including management of all MFA meetings and processes focused on MFA Certifications, examination development, disciplinary committees, and management of MFA's business relationships with psychometricians that MFA contracts for the development and scoring of all MFA Certification examinations.

It is the responsibility of the Director Certification Board to set the following professional objectives for MFA:

- To create and publish standards, policies, and procedures for the development and administration of MFA Certification programs
- To determine candidate eligibility criteria to sit for each MFA Certification examination and for recertification
- To establish policies, procedures, and requirements for continuing education and recertification for all MFA Certified Professionals

- To confer recognition to individuals who successfully earn a MFA certification and who successfully complete the continuing education and recertification requirements established by the MFA
- To define the scope of practice for each MFA Certification
- To develop standards for professional conduct, known as the MFA Candidate Code of Conduct (Appendix C), and implement procedures for addressing violations according to MFA's Code of Ethics and Disciplinary Procedures (Appendix B)
- To uphold and promote the validity of the MFA certification to stakeholders
- To comply with standards of, implement policies and programs for, and submit relevant certification and recertification information to regulatory bodies to support the validity and reliability of MFA certifications
- To earn and maintain accreditation for MFA's certification programs from accrediting and regulatory bodies in the U.S. and Canada (e.g., NCCA or ISO/IEC 17024)
- To acquire, develop, distribute, and maintain information relative to the certification functions of MFA

b. MFA Examination Development Process and Procedures

All MFA Certification Examination questions and examination forms are developed by national and representative panel of industry SMEs, who are recognized by MFA for their expertise in the areas relating to the MFA Certification programs. The examination development committee is combined for the two (2) MFA certification programs due to the commonalities in focus and scope of practice for each program. This committee is composed to fulfill the qualification requirements for each certification weighted according to the examination content outlines and includes both commercial and medical fitness facility managers, consultants and healthcare administrators.

All MFA Certification Examinations are developed using the six-point examination development process guided by standards accepted by the American Psychological Association, the American Educational Research Association, and the National Council on Measurement in Education. These steps are facilitated by psychometricians as follows:

- **JOB ANALYSIS:** A group of industry experts analyzes the specific job requirements in order to develop an outline of the tasks, knowledge, and skills required to perform the job effectively (e.g., directing and operating fitness facilities, and directing and operating medical fitness facilities).
- **VALIDATION STUDY:** A validation survey is conducted to determine the validity of the job analysis. Since these are new certifications, the survey was sent for validation to a large, randomized, national sample of health and fitness professionals for which the job analysis was conducted.

- **ITEM WRITING:** A national and representative panel of industry experts develops examination questions that are aligned to examination specifications and referenced to acceptable textbooks or documents. Once completed, each examination item, or question, must be validated by three SMEs who were not involved in writing the question.
- **EXAMINATION ASSEMBLY:** The examinations are assembled so that they conform to the examination specifications. The questions are reviewed, selected, and approved by an Examination Committee.
- **PASSING SCORE DETERMINATION:** The passing score is determined as a standard for public protection. To certify that a minimal level of knowledge has been acquired, it is necessary to identify the score on the examination that best signifies acquisition of this knowledge. A criterion-referenced passing score method was used to establish the passing score for the examination. Each question is rated by a group of industry experts using criterion-referenced procedures. The experts estimate the percentage of minimally competent professionals that would answer each question correctly. The passing score is then calculated based on the ratings provided by the group of industry experts.
- **EXAMINATION EVALUATION:** There is a periodic evaluation and analysis of each question to help ensure validity generally after thirty or more test administrations. If a question is determined to be flawed, it is reworked or replaced. Examination questions and examination forms will also be retired once they have had significant exposure in terms of examination candidates.
A new examination development process begins every five to seven years, beginning with a new job analysis. All MFA Director Certification programs adhere to the 24 Standards of the National Commission for Certifying Agencies (NCCA).

c. Objectivity in Examination Development

MFA recognizes the importance of equal opportunity and strives to ensure that its examinations are free from any bias. SMEs participating in item writing go through orientation and training on the item development and review procedures at the beginning of each cycle, whether virtual or in-person. The orientation and training are facilitated by a psychometrician. One key element that is part of the training is to orient the SMEs on review procedures to ensure that all MFA Certification Examination questions are unbiased, objective, and are appropriate for the target population. This includes avoiding any gender, age, ethnicity, geography, or other biases in examination questions. However, MFA does allow for examination questions to include gender or age information when that information is critical for candidates to be able to differentiate between correct and incorrect responses. Examples of these exceptions include risk-factor guidelines that differ for men and women, and exercise programming guidelines that differ for certain age groups, such as youth.

d. Security of Examinations

Disclosure of examination content or information to persons outside of the examination development committees is prohibited and constitutes a breach of security, compromising and invalidating the examination in question. All examination development members are required to sign non-disclosure agreements and Conflict of Interest Statements prior to participation. These documents indicate, by the individual's signature, that they agree to abide by the security procedures established by the MFA. All documents created during examination development meetings are deleted or shredded, upon conclusion of the meeting and compilation of an item bank by the MFA President and CEO, or his designee.

e. Ownership and Copyright of Examination Materials

The MFA Certification Examinations and the items contained therein are protected by federal copyright law. No part of an examination may be copied, reproduced, or shared in any manner, in part or whole, by any means whatsoever, including memorization, verbal, written, and/or electronic transmission, which includes, but is not limited to, Facebook, Twitter, any other social media platform, cell phone, blogs, or discussion forums. Posting examination or study questions to social media or other networking sites constitutes a test security and copyright violation as noted in Principle 11 of the MFA Candidate Code of Conduct. Infringements of the MFA Code of Conduct are investigated to determine appropriate disciplinary action up to and including revoking certification status.

f. Content Categories

MFA uses competency-based examinations to assess if candidates meet the established level of competence to earn the specific MFA Certification. The Fitness Facility Director Certification examination consists of 100 multiple-choice questions and the Medical Fitness Facility Director Certification examination consists of 50 multiple-choice questions. The questions are distributed according to the test specifications, called the examination content outline, for the specific certification program.

Examination content outlines for MFA Certification programs are updated each time that MFA conducts a job task analysis study for the certification programs, which occurs on a five to seven year rotating basis for the both the MFA Fitness Facility Director and Medical Fitness Facility Director Certification programs. This is a critical step to ensure that professional certification programs stay relevant and current, with examinations that reflect the composition and focus as established and validated through the job task analysis.

Examination content outlines serve as blueprints (i.e., examination specifications) for the development of each examination for a given certification program. MFA examination content outlines are divided into major areas of responsibility called Tasks. Each Task Statement has associated knowledge and skills deemed necessary to

perform the task in a practical setting. The following nine (9) task areas constitute the content categories of examinations for both MFA Certification Programs, and the percentages following each task area indicate the percentage of test questions allocated for the task areas:

- Risk and Emergency Management - 13%
- Finance and Budgeting – 12%
- Staffing – 13%
- Quality and Outcomes – 10%
- Assuring a Safe Environment of Care – 10%
- Physician Referral – 12%
- Marketing – 12%
- Strategic Planning – 10%
- General Operations – 8%

While the examinations for both MFA Certifications are built to assess competence in these nine task areas, they differ in the knowledge and skills assessed for each task. The Fitness Facility Director Certification examination assesses knowledge and skills required to safely and efficiently manage general fitness facilities, both commercial and nonprofit. The Medical Fitness Facility Director Certification examination assesses the unique knowledge and skills required to manage medically integrated fitness facilities. The examination blueprint can be found at:

<https://www.medicalfitness.org/certifications/director-certification/> and as Appendix D of this *MFA Fitness Facility Director and Medical Fitness Facility Director Certifications Candidate Handbook*. Knowledge statements specific to the Fitness Facility Director Certification are designated under each Task Statement with the letter “K”, while knowledge statements specific to the Medical Fitness Facility Director Certification examination are designated as “M.”

g. Earning and Maintaining a MFA Certification

An individual who meets all eligibility criteria and receives a passing score on the CFFD examination will earn the MFA Fitness Facility Director Certification and can refer to themselves a MFA Certified Fitness Facility Director. Likewise, an individual who meets all eligibility criteria and receives a passing score on the CMFFD examination will earn the MFA Medical Fitness Facility Director Certification and can refer to themselves as a MFA Certified Medical Fitness Facility Director. MFA Certifications are valid for three years and must be renewed by completing thirty (30) hours of continuing education during the certification period.

h. Study Materials and Resources

There are several ways to obtain study materials and resources to prepare for the MFA Certification examinations. MFA offers access to a discounted bundle of books

which serve as a good source of preparatory resources for MFA Certification examinations. In addition to their availability on the MFA webstore, these resources may be purchased through several other sources such as Amazon or Healthy Learning Publishing.

MFA also offers as an option, its' annual Medical Fitness Institute, an on-site management conference whose topics include all 9 of the associated Tasks covered by the examinations. The faculty has no involvement in the development or delivery of any MFA Director Certification examination, nor are they given access to any examination specific content other than that publicly available on our website.

As another optional resource, MFA offers a pre-recorded study course package to assist the candidate in preparing for examination.

Periodically, topics related to the certification examinations are offered as free webinars open to the public. Non-MFA members may watch for free, however, if they wish to obtain Continuing Education Credits, they must purchase those from MFA at the time of the Webinar.

On the MFA Certification website, there is a list of available free resources containing relevant information to allow the candidate to prepare for the Certification examination at <https://www.medicalfitness.org/certifications/director-certification/>.

Another free resource for general management information may be found at <https://managementhelp.org/>. This site is organized by topic area and may be used to get information about the various non-clinical task areas. MFA staff is also available to answer questions and direct candidates to additional resources at credentialing@medicalfitness.org or (910) 420-8610.

MFA branded education is not required to sit for or pass any MFA Certification exam. Use of MFA branded education provides no particular advantage to candidates taking the MFA Facility Director or MFA Medical Fitness Facility Director Certification examinations.

i. Test-Taking Strategies for MFA Certification Examinations

All examination questions are based on an examination content outline (Test Blueprint) for the specific director certification program (CFFD or CMFFD), which can be found on the MFA website at <https://www.medicalfitness.org/certifications/director-certification/> and in Appendix D of this handbook. The examination content outline lists the specific Task and Knowledge Statements that make up the examination blueprint for the Certification program's examinations, and the percentage of questions on each examination that are mapped to each Task Statement.

MFA Certification candidates familiar with the examination content outline may use it to guide their studies, helping to alleviate test anxiety as they prepare for their examinations and a career in the field.

The following strategies may prove helpful for candidates taking MFA Certification Examinations:

- Pace yourself and make efficient use of your time. You should be halfway through the examination (or slightly more) when half of your time is up.
- Read each question carefully and avoid skimming or speed-reading. Be sure you understand what the question is asking. Pay special attention to phrases such as BEST, MOST, etc.
- Try to anticipate what the answer is, but still read all response options carefully before selecting an answer. Remember that there is only one correct answer for each question and two response options may appear to be similar without careful reading.
- Do not overanalyze or read into the question. Each question is written as clearly as possible and should be interpreted as it appears. There is no hidden meaning or attempt to deceive or mislead the candidate.
- Eliminate the least plausible response options. Eliminating one or two response options will increase your chances of selecting the correct answer.
- Take care in marking your selected response correctly on paper answer sheets.
- Answer every question. Remember, there is no penalty for guessing.
- Although first instincts may prove to be the best choice, change your answer if you feel strongly about it.

ANATOMY OF A MULTIPLE-CHOICE QUESTION A multiple-choice question consists of a stem and four (4) response options. The stem is a statement or a question and often includes key words to help candidates understand what is being asked or assessed. The stem may be presented as a direct question, an incomplete statement, or a best-answer format. For instance: Direct: What muscle flexes the elbow joint? Incomplete statement: The muscle that flexes the elbow joint is: _____. Best-answer format: Which exercise MOST effectively strengthens the flexors of the elbow joint?

Response options consist of one correct, or clearly best, answer and three distractors (all of which are incorrect). Distractors usually contain common errors and are often drawn from the same conceptual category as the correct response. Distractors are also similar in length, complexity, grammatical construction, etc., to the correct response.

For example:

Which of the following muscles is a prime mover for lateral flexion of the spine?

- A. Latissimus dorsi
- B. Rhomboid major
- C. Transverse abdominis
- D. Quadratus lumborum (The correct answer is D.)

IV. Applying for the Examination

a. Steps in the Application Process

- The candidate contacts MFA through the website, email, or telephone expressing interest in the examination process.
- MFA staff will ensure that the candidate is directed to the list of available study resources and the candidate handbook.
- Candidate completes an application to take the examination through the MFA website.
- MFA verifies eligibility and issues a Certificate of Eligibility good for twelve (12) months.
- Candidate [chooses the testing site](#), [schedules their exam](#) date and pays the examination fees.
- Admission Ticket issued via email by MFA to candidate

b. Eligibility Application

Candidates who apply to take the examination will be required to provide the following information which will be verified prior to the examination date:

1. Full name(s) as listed on government-issued identification
2. List of other names under which the candidate has worked or been educated
3. Preferred address for mailing and shipping purposes
4. Preferred email and phone
5. Candidates will need to provide documentation showing that they meet the eligibility requirements for their designated examination. The information must contain accurate and verifiable information as to the currency of any certification and/or licensure.
6. Current photograph of candidate (Headshot only)
7. All information provided is subject to verification and the candidate will sign a permission form allowing MFA to contact and verify current and previous employment, education and certification/licensure.
8. The Eligibility Application form is available on the MFA website at <https://www.medicalfitness.org/certifications/director-certification/>.

c. Review and Verification of Eligibility

Once an application is received, the MFA office will review the application for completeness and verify the educational and employment information contained in the application to confirm that the degree requirements are met and that the current position held meets the eligibility requirements.

d. Invitation to Register

Once the information contained in the application is verified, the application is approved. Upon approval, the MFA staff will issue a *Certificate of Eligibility* notifying the candidate that they may now register for the examination at any

upcoming MFA conference site as long as seats are available. The registration form is available on the MFA website at www.medicalfitness.org/certifications/director-certification/. The applicant will have twelve (12) months in which to register. Requests to extend the Certificate of Eligibility beyond its expiration date will be considered on a case-by-case basis. Contact the MFA Certification Staff for more information, or to apply for an extension by emailing credentialing@medicalfitness.org.

e. Examination Fees

- MFA Members: \$299 for the Fitness Facility Director Certification Examination (FFDC)
- MFA Members: \$299 for the Medical Fitness Facility Director Certification Examination (MFFDC)
- Non-Members: \$499 for FFDC
- Non-Members: \$499 for MFFDC

f. Examination Registration Fee Policy

Examination Registration Fees must be paid in full at least 5 business days in advance of the examination date, or the candidate's examination registration will be cancelled and the candidate notified they will need to reschedule their examination date.

Exceptions may be made to this rule by way of an appeal to the MFA Office. For candidates with financial difficulty, a request may be made for financial assistance. The potential options are to have a portion of the examination fee waived based on the circumstances presented at the sole discretion of the MFA staff, or to apply to the Medical Fitness Foundation for support. MFA staff will assist the candidate in this application process and recommend the most appropriate option. It should be noted that funds available from the Medical Fitness Foundation are limited and decided each year by the Foundation Board of Trustees and administered by the staff of the MFA. Candidates wishing to pursue financial assistance need to apply a minimum of thirty (30) days in advance of the scheduled test date. Requests for exceptions to the cut-off date, or for financial assistance may be accomplished by calling the MFA office at (910) 420-8610, or emailing credentialing@medicalfitness.org.

g. Examinees Requesting Special Accommodations Due to a Disability

The MFA complies with the American Disabilities Act by providing reasonable accommodations for candidates with documented disabilities. Reasonable accommodations will be made for candidates with identified needs. A request for accommodation must be made at least thirty (30) days in advance of the requested examination date in order to allow time for staff to evaluate whether the requested accommodation can be made at the requested testing site. Requests must include documentation from a licensed medical professional with demonstrated expertise in the specific disability addressed indicating the type of disability, the specific accommodation requested and any additional information they deem relevant to

enabling MFA to provide an appropriate accommodation. Requests may be accepted, if the accommodation can be provided, but the MFA reserves the right to re-schedule, or cancel, the examination for a specific candidate if the site is unable to safely provide the accommodation. Requests for accommodation made with less than thirty (30) days notice may be granted if the accommodation is readily available, however MFA reserves the sole right to accept or deny an accommodation request if appropriate notice is not given. Since the MFA does not control all of its examination sites, no guarantees may be made that all accommodation requests can be fulfilled. Should there be a situation where MFA is unable to provide the requested accommodation, MFA and the candidate will work together to determine the best alternative date and time for the examination administration.

Accommodations that may be provided include, but are not limited to:

- Extended time to take an examination
- Large print edition of the examination,
- Provision of a reader to administer the examination orally
- Scribe to transfer answers to the Scantron bubble sheets
- Wheelchair accessible testing stations
- Private testing room

h. Change in Eligibility Status

Should a candidate's eligibility status change between the time an application is submitted and the examination administration date, the candidate has the responsibility to notify the MFA office so a determination can be made whether to allow the candidate to take the examination or not. Should the staff determine that the candidate is no longer eligible; the candidate will receive a full refund of any fees paid regardless of the time remaining until the examination date.

i. Examination Delivery, Format & Length

The MFA Director Certification examinations are administered in person at each of the MFA Regional Conferences, the Medical Fitness Institute, and the Annual International Conference each year. Other sites may be selected from time to time as approved by the Director Certification Board.

The proctored examinations allow 2¼-hours for the Fitness Facility Director Certification examination which includes 100 multiple choice questions. The 1¼-hour Medical Fitness Facility Director Certification examination includes 50 multiple choice questions. There are four answer choices for each question, of which one choice is correct.

The proctor will provide each candidate with an examination booklet, a Scantron form for recording the answers and two (2) # 2 pencils to be used in marking the Scantron forms. The examinations are secure tests and, as such, the proctor will hand

out the examination at the beginning of the test period and take back the examination when the testing period is over.

j. Choosing an Examination Site

An applicant with a Certificate of Eligibility may register for any examination administration offered by MFA during the 12 months following eligibility approval. The examination is offered at each on-site conference held by MFA. Currently the examination sites include: The Regional Conferences: West, South Central, Central, South East and North East; the Medical Fitness Institute; or the Annual International Conference. MFA reserves the right to offer additional testing sites from time to time as volume demands and trained proctors are available. All available dates will be posted on the Medical Fitness Association Website on the Director Certification page <https://www.medicalfitness.org/certifications/director-certification/>. Once a testing site has been chosen, the candidate must register for that sitting using the links on the Director Certification Web page. A confirmation receipt for the Examination Registration Fee will be sent to the applicant once the registration is complete including payment of any fees owed.

k. Examination Admission Ticket

After a candidate has completed the application process and has registered for a specific site, an Admission Ticket will be emailed to the candidate complete with the testing location, time, a copy of the photo of the candidate submitted with the application and any other information regarding test administration that may be needed. This confirmation process is currently a manual process, so confirmation may take up to 5 business days. Should the candidate's choice of location not be available, the MFA office will contact the candidate to discuss alternative locations and dates.

l. Confidentiality Policy

The purpose of the MFA Certification Examinations is to protect the public and other stakeholders against ineffective practices and procedures. The examinations are intended to assess if candidates can demonstrate adequate management competency to earn a MFA Director Certification. Sharing of examination information with and between candidates compromises the validity of the examination. Consequently, in order to maintain the integrity and security of all MFA Certification Examinations, examination questions, answers, or other source materials are never released to candidates under any circumstance.

Candidates are expected to prepare for and pass examinations on their own merit. Candidates who intentionally pursue examination information beyond what is legally and ethically shared by MFA and MFA employees, including pursuit of previous examination candidates, are considered to be engaging in unethical and illegal acts and will be disqualified from eligibility.

All candidates who take the MFA Certification Examinations voluntarily agree to maintain examination confidentiality and are contractually obligated to uphold this

agreement. Printed examinations are the copyrighted property of the Medical Fitness Association and should any confidentiality agreement be violated, the culpable person or persons will be prosecuted by the Medical Fitness Association.

MFA does not discriminate against any individual on the basis of religion, gender, ethnic background, age, national origin, or physical disability. No information submitted to MFA will be released to a third party without authorization and a written consent from the candidate. This includes examination results.

MFA does publicly verify if an individual currently holds a MFA Director Certification. This information is readily available to the public and employers by contacting the MFA Office at (910) 420-8610, or emailing credentialing@medicalfitness.org.

m. Deadlines for Application and Registering

Applications to take either the Fitness Facility Director, or the Medical Fitness Facility Director Certification examination are 30 days prior to the desired examination administration date. This allows time for the MFA staff to complete the verification of credentials and issue the Certificate of Eligibility.

Registering for an examination site can take place up to 3 business days prior to the test administration if spaces are available at the testing site.

n. Policy on Reschedules, Retakes and Multiple Attempts

Reschedules: If a candidate is unable to sit for an examination on the date he or she is registered, then the candidate has until 4:59 p.m. EST on the day preceding the examination to reschedule the examination date. This reschedule may be accomplished by contacting the MFA Certification Office by phone [(910) 420-8610] or email credentialing@medicalfitness.org. There is no fee to reschedule an on-site examination as long as the re-schedule is completed per the above instruction. Candidates may only reschedule their examination date once without incurring a re-schedule fee.

Candidates who need to re-schedule a second time, or who do not re-schedule in a timely manner as described above, may re-schedule an examination within the 12 month window for scheduling, but will incur a fee of \$50 per re-schedule. Exceptions to the reschedule fee will be considered on a case-by-case basis for documented cases of serious illness, bereavement, natural disasters, and other emergencies. In these instances, candidates must contact the MFA Office prior to, or on the day of, the examination. Candidates must then provide proper documentation verifying their reason for missing their MFA Certification Examination.

Candidates must also work with the [MFA office](#) to receive assistance in rescheduling their examination date. If the candidate is unable to re-schedule their examination within one year, an extension, or a refund may be granted at the sole discretion of the MFA office. If refunded, the candidate will need to re-apply to take the examination

at a later date.

Retakes and Multiple Attempts: Candidates who fail the examination the first time will be allowed to retake the examination after thirty days for the second attempt. Should there be a second or more failure of the examination, the candidate must wait at least six months from the most recent test administration date before becoming eligible to retake the examination. Re-testing fees are \$100 for each re-test administration for MFA members and \$199 for non-members.

o. Refunds

If an examination is cancelled for any reason by MFA, candidates will have a choice of re-scheduling the examination within the next twelve (12) months, or requesting a refund since the cancellation is through no fault of the candidate. For candidates who request a refund, a new application must be submitted before being allowed to sit for a future examination.

If an examination is cancelled by the candidate, the applicant may choose to reschedule within the original 12-month validation period, or may request a refund. Refunds will be granted upon request on the following schedule:

Cancellation on or before:

- 30 days prior to the scheduled administration – Full refund
- 15 business days prior to the scheduled administration – 75% refund
- 10 business days prior to the scheduled administration – 50% refund
- 3 business days prior to the scheduled administration – 25% refund
- Less than 3 business days prior to the scheduled administration – 0% refund

If a candidate believes there are extenuating circumstances such as an acute illness, bereavement, or natural disaster, he or she may appeal to the MFA office for reconsideration of the refund amount.

V. On Examination Day

a. Examination Regulations & Rules of Conduct

The purpose of the MFA examination is to protect the public by ensuring that candidates for certification have achieved entry-level competence to work in a designated role within the health and fitness industry (e.g., department manager to center director). Candidates are expected to pass the MFA Certification Examination based on their own merit and without assistance (e.g., without referencing study materials or websites).

Previous examination candidates who share examination information with future examination candidates undermine the very purpose of the examination by putting the public at risk should an unqualified candidate achieve a passing score through means other than their own merit.

All MFA Certification Examinations are legally defensible, proctored examinations ensuring candidates the most valid test experience. You may be disqualified from taking or continuing in the examination process, or from receiving examination results, if MFA, proctors, or personnel at the testing site determine, at any time during the examination registration, administration, or scoring process, through examiner observation, or statistical analysis, that a candidate was engaged in collaborative, disruptive, or other unacceptable behavior before, during, or following the administration of the MFA Certification Examination. This includes irregular behavior associated with any aspect of the examination and violations of the MFA Code of Ethics or Candidate Code of Conduct.

Each candidate is expected to abide by the MFA Candidate Code of Conduct during the preparation for, participation in, and in receiving the results of the examinations. Once admitted to the examination room and seated by the proctor, all materials, including coats, purses, backpacks, phones, any digital or electronic device with any communication capability including multifunction watches, extraneous papers, notebooks, note cards, any study materials, or any item not provided by the proctor at the examination site should be placed on the floor underneath the chair in which the candidate is sitting if possible. The only exception to this rule is that the candidate may be allowed to bring in one bottle of water in a clear, non-breakable container if allowed by the testing site.

b. Personal Belongings in the Examining Room

All materials brought into the room by a candidate, including electronic devices, must be put away under the chair or desk in which the candidate is sitting. Only the test booklet, Scantron scoring sheet and two (2) #2 pencils will be allowed on the desk at any time.

c. Admission to the Examination

Government-issued photo identification and a printed Admission Ticket are required to be admitted to the examination. Identification presented will be compared to admission ticket information and identity confirmed prior to admission to the examination room.

d. Security Procedures

The examination is a secure test, meaning you are only permitted to take and view the examination under the supervision of the proctor during the date and time that it is administered. You are not permitted to remove the examination, or portions thereof, out of the Examining room. You are not permitted to copy questions from the examination. You are not permitted to review or request to review any questions after you have left the examination room. Cheating will not be tolerated. If cheating behavior is observed, the candidates(s) involved will automatically fail the examination and be prohibited from re-taking the examination for at least 12 months, or as otherwise determined by the Director Certification Board.

e. Examination Process & Deadlines

Information about the examinations is located on the [Medical Fitness Association website](#) along with the upcoming dates and locations of testing, the test blueprint, and a resource list of materials candidates may utilize to help them prepare for their examination. The deadline for registering for the examination is thirty (30) days prior to the scheduled examination date to ensure there is time to verify credentials and secure the appropriate testing materials.

f. Administration of the Examination

The proctor will provide an examination booklet, two (2) #2 pencils and a Scantron form. Responses must be marked on the Scantron form using the No. 2 pencil by completely filling in the circle corresponding to the answer choice. The CFFD examination consists of 100 multiple-choice test questions and the CMFFD examination consists of 50 multiple choice test questions, with each question consisting of four (4) answer choices. Read each question carefully and select the single best answer from among the four choices. Each question is worth one point. There is no penalty for guessing; therefore, it is to your advantage not to leave any questions blank. Questions left blank will be scored as incorrect.

g. Break Times

There are no breaks provided during the examination. Please arrive prepared to sit for the entire test period. Should you need to be excused to go to the restroom, raise your hand and speak with the proctor. The testing clock will not stop if you take a restroom break during the examination. No testing materials will be allowed to leave the examining room during your restroom break. The timer will continue and the candidate will need to complete the remainder of the examination upon his/her return in the original time allotted.

h. Starting & Completing the Examination

Candidates are given **TWO HOURS AND FIFTEEN MINUTES (2.25 HOURS)** to complete the **Fitness Facility Director Examination** and **ONE HOUR and FIFTEEN MINUTES (1.25 HOURS)** to complete the **Medical Fitness Facility Director Examination**. When completed, the candidate must hand in the examination booklet, answer sheet and pencils provided to the proctor. While an individual candidate may not take both examinations in a single day, both examinations may be offered to different candidates at the same time and in the same testing room. The Proctor will announce when the half way point and 10 minutes remain for each examination offered.

A #2 pencil must be used to indicate your answers on the Scantron (bubble sheet) form. See Scantron form and follow the proctor's instructions for completing the sheet. Be sure to darken the circle of the letter that represents your response to the question. Darken only one circle for each question. If you darken more than one circle for a question, you will not receive credit for the question. If you change your response, please be sure to thoroughly erase the response that you originally darkened and clearly darken your new response. Responses to questions must be marked on the Scantron form. Responses marked in the examination booklet will not be scored.

i. No Shows, Canceling or Re-scheduling the Examination

A candidate who schedules an examination and does not show up on the appointed day forfeits his/her examination fee and must re-apply to take the examination. If the candidate believes there are extenuating circumstances for missing the examination and not contacting the MFA office in advance to request to reschedule the examination, they may submit a request explaining the extenuating circumstances in writing to request reconsideration. For requests granted, a reschedule fee of \$50 will be charged to cover the costs incurred by MFA.

VI. After the Examination

a. Examination Scoring and Score Reporting

Proctors will sign the chain of custody form, enclose and seal it along with the examination booklets and Scantron Forms in a secure envelope and return them to the MFA office. The MFA Office will forward the examination scoring sheets to the psychometrician for independent third-party scoring. The results of the examinations are transmitted back to the MFA office and the results are sent to the Director Certification Board for review and consideration. The DCB will approve the awarding of the credential if the candidate achieves a score greater than the passing score, or cut-score, if there are no allegations of cheating or other conduct violation. The result approved by the DCB will be communicated to the candidate. At least quarterly, if any examinations have been administered, the aggregate results of test administrations will reviewed by the Director Certification Board.

b. Examination Data

Examination data will be secure and follow a chain of custody from the MFA office to the Test Administration Site, the Proctor, and return to the MFA staff, the psychometrician and eventual return of results to the MFA. Individual data will not be shared outside the chain of custody and the examinee. However, aggregated data may be shared with larger audiences to report pass/fail rates of the examination, and average performance of all examinees. Analysis of overall candidate performance by examination question will be made available to the Director Certification Board for use in preparing future forms of the examination. The examination booklets will be maintained by the MFA Office until scoring has been completed by the psychometrician and at least 6 months after examination results and pass/fail status are communicated to candidates to allow them the opportunity to request score verification, or hand-scoring of their examination.

c. Incomplete Examinations

Incomplete examinations may be scored depending on the circumstances under which the examination is incomplete. Should the examination be incomplete because the candidate was accused of cheating, the examination will not be scored. However, if the examination is not complete because the candidate ran out of time, became ill, or other reason as explained by the proctor, the examination will be scored and the results reported. Questions not answered will not be counted as incorrect.

d. Score Verification and Hand Scoring

Should a candidate wish to challenge the score reported, he/she may request in writing that the MFA verify their score by hand scoring the examination within 30 days of the notification from the MFA of the individual's score. The candidate will pay a fee of \$100 to cover the costs of hand scoring the examination. Should one or more errors be found, the candidate will be refunded the \$100 fee. The results of the hand scored examination will be reported to the requesting individual and to the Director

Certification Board. If the re-scored examination changes the certification decision, an update to the candidate's certification status and records will be made.

e. Score Validity

During the creation of the examination, an initial job task analysis and review was performed and a relative weight assigned to each task. A validation survey was created and sent to a cross section of both commercial and medical fitness management professionals asking about the relative importance of each task area. The information gathered was used to establish the test blueprint with the relative weights of each task in relations to the overall examination. These relative weights were used to determine the number of questions from each task category used in the examination. Periodically, but at least every seven (7) years, a new job task analysis will be performed and a similar validation survey will be completed to validate the relative weights of each identified task.

f. Anomalous Performance

As a part of the ongoing review of the examination, after a sufficient number of candidates take the examination, a report will be made by the psychometrician as to the most frequently missed questions and the most frequent response to those missed questions. In the event that a large number of examinees miss the same question, the examination sub-committee will review the question identified and make a determination as to whether the question should be modified.

g. Granting of Certification

After the scores have been returned from the psychometrician, the results are forwarded to the Director Certification Board for consideration. Those receiving a score higher than the passing score, also known as the cut score, are approved to receive the certification unless there are unusual circumstances requiring further investigation such as an accusation of cheating on the examination. All those who score lower than the cut score will receive a score report noting that they failed the examination and providing information on appeals and examination re-take. Once approved the MFA Certification Staff notifies the candidate via email informing them of their status and providing instructions to prepare for their re-certification followed by mailing the formal certificate via US Mail.

h. Certification Program Feedback

Candidates are encouraged to provide feedback to MFA on any aspect of the examination process or the examination itself. A survey will be provided to each candidate upon completion of the examination to provide feedback to help MFA make process improvements in the administration of the examination and to provide feedback to the Director Certification Board on any questions about the examination itself.

VII. Maintaining Your MFA Certification

a. Purpose of MFA's Recertification Program

MFA's Fitness Facility Director and Medical Fitness Facility Director Certification programs are designed to protect the public by ensuring that holders of the Certification have demonstrated a base level of knowledge necessary to successfully operate a comprehensive fitness facility. Likewise, the MFA re-certification program is intended to ensure that Certificants remain current in their knowledge and are able to keep up with the latest industry trends and concepts by completing continuing education in the field on a regular basis.

Because MFA is the leading provider of education in the Medical Fitness Industry and our goal, as an association, is to help prepare the broader fitness industry for the role it will be asked to assume as healthcare trends towards a population health model of care, half of the continuing education credits for the MFA director certifications must be delivered by MFA. MFA feels this requirement is necessary to ensure that the direction and core knowledge held by all Certificants remains consistent. Certificants have the option of fulfilling all their CEC requirements with MFA CECs, but they have the option of earning up to half of the required CECs from other recognized organizations.

Because the principles of management are relatively stable, an average of ten hours of continuing education per year is sufficient to stay current with trends in the industry.

The fitness industry offers a wide range of opportunities for job growth and responsibility. The turnover rate in the fitness industry runs as high as 80% in some sectors like personal trainers. Overwhelmingly, the reason given in exit interviews by staff leaving voluntarily is poor management and lack of communication and support by management. It is the intent of the Fitness Facility Director Certification program to raise the level of management across the industry. To track progress towards this goal and to begin to measure the turnover rates of Certified Fitness Facility and Certified Medical Fitness Facility Directors, the Certification requires renewal every three years.

The MFA Staff are available to assist an MFA Certified Professional maintain their MFA Certification and advance their careers. Contact us with any questions related to the preparation, application, testing, or re-certification.

b. Applying for Renewal of Certification

MFA will send two (2) notifications to Certificants about renewing their certification: the first notification will be twelve (12) months before expiration and the second notice will be sent six (6) months prior to expiration. Upon notification, the Certificant will need to download and complete the Director Certification Education Log and MFA Director Certification Renewal Application available for download on the [MFA website](#). Applications will be received at any time within six months of the renewal

date, but should be submitted at least thirty (30) days prior to the expiration date to ensure adequate time for review and processing of the renewal application. Certificants may send the application, education log and copies of any CEC certificates to the MFA office at credentialing@medicalfitness.org. Certificants may contact member of the MFA Certification Staff by emailing credentialing@medicalfitness.org or calling (910) 420-8610.

c. Policies and Procedures

The CFFD and CMFFD certifications are valid for a 3-year period. In order to maintain the certification, recipients must re-certify every three years.

There are two ways of renew your certification:

- Document at least thirty (30) hours of continuing education credits half of which need to be MFA offered CECs, or
- If you are CFFD, retake the Fitness Facility Director Certification examination, or advance your career and take the Medical Fitness Facility Certification examination and become a CMFFD;
- If you already hold the CMFFD certification, retake the CMFFD Certification examination.

For those choosing to document their education, fifteen (15) CEC credits must be earned through Medical Fitness Association educational programs, either in person at a MFA Conference, or by webinar. MFA CECs are available through attendance at any of our conferences, available free for members through our webinars, or available at \$25 per CEC for non-members through our webinars. The remaining hours may be documented from any other source including MFA. Credit hours must be submitted to MFA within thirty (30) days of the 3rd anniversary of the most recent renewal to prevent the certification from lapsing.

There is currently no fee required to renew either of the MFA Director Certifications if submitted at least thirty (30) days prior to its expiration.

d. Continuing Education Credits

The MFA accepts CEC certificates from our accredited partner organizations. Currently, the accepted CEC certificates include, MFA, American Kinesiotherapy Association (AKTA), American College of Sports Medicine (ACSM), American Council on Exercise (ACE), American College of Lifestyle Medicine (ACLM), the Academy of Brain Health Performance (ABHP) and the Institute of Lifestyle Medicine (ILM). Credits applied to recertification must be related to fitness center leadership, business operations, program development, quality improvement, outcomes, strategic planning, or other course applicable to the management and operation of a fitness, or medical fitness center. Check with the MFA office to see if there are any additional CEC providers accepted at the time of renewal.

Petitions for accepting CECs offered by other agencies not listed above may be considered at the sole discretion of the MFA. MFA certified professionals must submit a petition for each individual course completed through a provider not listed above. A \$25 petition fee is assessed for each course being submitted. Each petition must contain a copy of the course materials with course syllabus or outline, learning objectives, the course instructor's resume or curriculum vitae, including academic background and/or certifications, verification of course completion and contact information for the awarding organization.

Petitions are reviewed by the DCB according to criteria established by the MFA Education Committee for its own continuing education approval. A petitioned course will be awarded eligible CECs only if it meets similar criteria to that required for courses to be approved by the MFA Education Committee for any MFA webinar or course. This includes the instructor holding an appropriate degree and/or certification for the subject matter being taught and course content appropriate to advance the knowledge, skills, and abilities of the professional holding the specific MFA Certification for which the course is being petitioned. For each hour of educational content, 1 CEC will be awarded. No CECs are awarded for activity classes, topics that fall outside of the scope of practice or are deemed inappropriate for the certification, or time dedicated to testing at the completion of a certificate program. Reviews will be completed within 30 days of receipt, after which the individual will be notified as to the final decision from MFA Education Committee. Courses that are not approved will not be refunded the \$25.00 petition review and processing fee.

e. Applying for Renewal Prior to Expiration

Certificants may apply for renewal of their certifications up to six (6) months in advance of the due date. However, applications must be received at least thirty (30) days in advance of expiration to ensure adequate time for review and verification of recertification requirements prior to the expiration date. Applications received less than thirty (30) days prior to the certification expiration date, but before the expiration date itself, will not be considered expired if a final determination of recertification eligibility has not been made by the expiration date, but will be subject to expiration without further notice if the requirements for renewal are not met.

f. Renewing an Expired Certification

MFA extends a professional courtesy to individuals unable to submit their renewal application by their expiration date. During this "grace" period, the certification is expired and the individual is not a current MFA Certified Professional for the given certification. In these situations, there are penalty fees associated with processing the application. Individuals submitting renewal applications up to three months late will be assessed a renewal fee of \$99, while those submitting renewal information three to six months late will be assessed a \$149 renewal fee per late certification.

Individuals in situations where they must submit their renewals within the six-month grace period following their expiration date must submit the renewal via mail or email, with all appropriate paperwork including the renewal fee plus the penalty fee.

Individuals unable to submit their application within the six (6) month grace period will lose their certification and have no option but to register to take the examination to re-earn the certification.

Exceptions to the extension policy will be considered on a case-by-case basis for documented cases of serious illness, bereavement, natural disasters, or other emergencies. In these instances, candidates must contact the MFA Certification Board directly, via phone at 910-420-8610, or via email at credentialing@medicalfitness.org, to request consideration for reinstatement of their certification.

Individuals seeking reinstatement must provide documentation to support their request for reinstatement, along with proof of 30 CECs and a reinstatement fee of \$149 per certification. Reinstatement will only be considered for individuals who are within 6 to 12 months beyond their expiration date. Reinstatement is only offered one time per certification cycle.

Reinstatements, if approved, will be activated based upon the original renewal cycle period and not rolled forward from that date renewed. For example, if the original renewal period was July 31, 2016 - July 31, 2019 and renewal was requested during the grace period on November 30, 2019. The next proceeding renewal period would be July 31, 2019 - July 31, 2022. CECs earned to renew one's certification in the grace period do not roll forward towards the next renewal cycle including any CECs earned beyond the thirty (30) CEC requirement.

Once expired, the MFA marks of CFFD, or CMFFD associated with their professional certification may not be used until a reinstatement request is approved. This means that the Certification credential designation marks may not be used after the expiration date until a request for reinstatement has been approved by MFA.

g. Retired/Inactive/Emeritus Status

The purpose of holding a professional certification is to practice and demonstrate continued competency in a given field. Therefore, it is MFA's policy not to grant retired, inactive, or emeritus status or allow retired or inactive holders of either MFA Director Certification to utilize, publish, or promote themselves as holding the certification.

If you have questions about renewing an expired certification in situations that meet the parameters above, please contact MFA Certification Services via phone at 910-420-8610, or via email at credentialing@medicalfitness.org.

h. MFA Educational Services

MFA offers multiple courses throughout the year that qualify for continuing education credits. Certificants should include an educational log listing the dates and titles of all educational credits earned. MFA credits should be listed separately from other awarded CECs. Copies of non-MFA CEC award documents as described above must be submitted along with your log and application for renewal.

MFA Educational Services also offers courses and resources designed to support the preparation for both Director Certification examination. Members of the MFA Director Certification Board or MFA Certification Staff must refrain from participation in the development, or delivery of examination preparatory materials for at least one year past their last involvement with MFA Director Certification programs and/or test development.

i. Career Development

MFA is committed to supporting our MFA Certified Professionals. Services available include resume review, job postings on our career site and professional discounts on any item from the MFA Store.

j. Use of MFA Certification Marks

All individuals who have earned MFA Certification are authorized to the exclusive use of the following marks issued by MFA:

- MFA Certified Fitness Facility Director: CFFD
- MFA Certified Medical Fitness Facility Director: CMFFD

Individuals granted an MFA Certification will be entitled to use MFA's marks in conjunction with the individual's name to demonstrate their accomplishment, so long as they abide by the policies adopted by MFA. It is essential that the marks are displayed in a clear and consistent way. MFA's policies on the use of these marks explain when and how to display them and are provided to each MFA Certified Professional upon passing their respective certification examination. Upon expiration of the MFA Certification, the MFA Certification Marks may no longer be used by the certificant. Continued use of the mark after expiration of the certification is a violation of MFA policy and the MFA Code of Ethics and may result in disciplinary action, referral to the MFA Ethics Committee and/or legal action.

VIII. Privacy, Security & Records Retention

a. Protection of Privacy

No individual under employment, contractual agreement, or volunteering with MFA shall dispense candidate or professional information without the expressed, written consent from the individual. Individuals requesting their information be released to third parties must submit a signed letter of consent to permit information release. All individuals serving MFA in any capacity are required to sign annual Conflict of Interest, Confidentiality and Non-disclosure agreements before commencing service. Confidential information will be made available to the appropriate parties if subpoenaed by a court of law, or if the candidate, or professional, violates the MFA Candidate Code of Conduct or the MFA Code of Ethics, whereby the appropriate authorities must be notified.

MFA requests only the information needed in order to provide the highest level of service to individuals using the MFA website, or contacting MFA via email or phone. The types of personal information collected include:

- Name
- Address
- Phone number
- Company information
- Email address
- Credit/debit card information (for purchases only – credit card information is encrypted and never stored on the MFA website)
- Our site logs IP addresses and browser types for the purposes of system administration and user functionality. These logs will be analyzed to improve the value of the materials available on our website. While user sessions are tracked, users remain anonymous. We do not link IP addresses to any personally identifiable information. We use non-identifying and aggregate information to better design our website.

MFA uses the information provided about the Candidate when placing an order or making a request only to the extent necessary to complete that order or request.

MFA will not sell Candidate's email address, or any other personal information. MFA does share member's personal contact information with our Industry Partners and allow them limited use of this information in providing information of interest to the industry. You do have the right and option to opt out of these marketing emails as noted in the footer of every marketing email we send.

Unless such action is deemed necessary to comply with the law or legal process or to protect the interests of MFA or others, we will not release personal information about Candidates without their consent. Individuals may access or correct the personally identifiable information that MFA maintains on them by logging on to the MFA

website and editing their profile, or by contacting the MFA Membership Experience Director at (910) 420-8610.

To prevent unauthorized access, maintain data accuracy, and ensure the correct use of information, MFA has put in place appropriate physical, electronic, and managerial procedures to safeguard and secure the information MFA collects. MFA website users are responsible for keeping their password secret and are encouraged to never give their password to anyone, even someone claiming to be an MFA employee.

The MFA website may link to other websites that may collect user information or solicit personal information. MFA does not control these sites; therefore, MFA is not responsible or liable for the privacy practices or content of such sites. Any candidate, consumer, or current or former MFA Certified Professional who has questions about his or her information on file and MFA policies for the protection of their private information should contact the MFA Membership Experience Director.

b. Security

MFA information is maintained in secure databases and archived electronically to a secure network. Individual information is accessible only via that person's MFA web account, which is protected by the username and password selected by the individual. Any hard copy records are stored in filing cabinets in secure areas within the MFA offices.

c. Examinee Responsibilities

Examinees have a responsibility to maintain the confidentiality of the examination. Each candidate signs a statement of confidentiality before beginning the examination and agrees that they will not copy, communicate, or in any manner share the content of the examination with any other person, or entity. Further, the examinee has the responsibility of reporting to the MFA any instance of which they become aware where others may have breached the security of the examination.

d. Communicating about a Security Concern

Should an examinee become aware of a security concern about the examination, they are obligated to immediately report this concern to an MFA representative. If it occurs during the examination administration, the candidate should report it to the proctor as soon as identified. If outside of the examination administration, the Director Certification staff at the MFA office should be notified as soon as practical a credentialing@medicalfitness.org, or by calling (910) 420-8610.

e. Records Retention

The Medical Fitness Association shall indefinitely retain records of all candidates and current and former MFA Certified Professionals until they request (in writing) that the information be removed. While public record of their information will then be removed, MFA will retain the member's records securely for a period of seven (7) years. Records of MFA continuing education providers shall be retained for seven (7)



years. Professionals holding an MFA credential are encouraged to retain certification and continuing education information for a period of four years.



IX. Communicating with the MFA Director Certification Examination Program

All communications concerning the MFA Director Certification Examinations should be directed to:

Medical Fitness Association
90 Cherokee Road, Suite 3A
Pinehurst, NC 28374

Phone: 910-420-8410

Email: credentialing@medicalfitness.org

X. APPENDICES

Appendix A – Appeals for Denied Eligibility and Adverse Certification Decisions

Appendix B – MFA Code of Ethics and Disciplinary Procedures

Appendix C – MFA Candidate Code of Conduct

Appendix D – MFA Test Blueprint

Appendix E- Pass Rates for MFA Certification Examinations

Appendix A – Appeals for Denied Eligibility and Adverse Certification Decisions

Eligibility Denial: MFA reserves the right to reject any registration application that does not meet the specified eligibility requirements. If a registration application for an MFA Certification examination is not accepted, an individual may appeal and request the application be reviewed again. The appeal must include a detailed explanation of the reason(s) why the individual believes they should be eligible, plus all supporting documentation. Eligibility appeals will be reviewed by MFA staff and an eligibility determination will be made within 10 working days. Individuals submitting the appeal will receive notice that their eligibility appeal was either “approved” with a Certificate of Eligibility attached and instructions for moving forward with examination registration, or “denied” with notification of the reason for the denial. Individuals who have an eligibility appeal denied may submit a new eligibility appeal if they have additional supporting documentation that addresses the deficiencies and requirements noted in the denial notice.

Adverse Certification Decision: An applicant who has taken a Certification examination and who has been issued an adverse Certification decision may appeal the decision in the following circumstances:

- Examination Failure – The applicant may request that the test be hand scored if they believe there may be an error in the machine scoring. A request in writing must be submitted along with any fees outlined in the policy. Should an error be found the fees will be reimbursed and the applicant notified of any changes in status based on the corrected scoring. All MFA records will be updated to reflect any corrections.
- Accusation of Irregular Activity or Cheating on the Examination – The applicant has the right to appeal an adverse decision based on accusation of any irregular activity or cheating during the examination. The applicant must submit the appeal in writing to the Director Certification Board (DCB) outlining his/her reason for the appeal and requesting a due process hearing. The DCB has sole authority to grant or deny the appeal. If the DCB deems the appeal has merit, they will refer the matter to the Ethics Committee, which will submit conduct the hearing and submit their findings and recommendation to the DCB for review and action. The DCB has the option to accept the recommendation of the Ethics Committee, request additional testimony from the applicant, the person alleging the infraction, or other witnesses. The DCB will make a determination on the merits of the case and the decision of the DCB will be final.

All eligibility appeals must be submitted for review via mail, or email to:

MFA Director Certification Board
90 Cherokee Rd, Ste 3A
Pinehurst, NC 28374
Email: credentialing@medicalfitness.org

APPENDIX B

MFA Code of Ethics and Disciplinary Procedures

Preamble

The purpose of the *Code of Ethics* of the Medical Fitness Association is to serve as a standard of conduct for members. It contains standards of ethical behavior for medical fitness professionals in their professional relationships. These relationships include colleagues, employees, members, patients or others served; the healthcare professional community and society as a whole.

The *Code of Ethics* also incorporates standards of ethical behavior governing individual behavior, particularly when that conduct directly relates to the role and identity of the medical fitness industry.

Medical fitness professionals have an obligation to act in ways that will merit the trust, confidence and respect of both healthcare professionals and the general public. Therefore, medical fitness professionals should lead lives that embody an exemplary system of values and ethics. In organizations that deliver healthcare services, they must work to safeguard and foster the rights, interests and prerogatives of both members, patients and others served.

I. Responsibility to the Medical Fitness Profession

The Medical Fitness Professional will:

- Conduct professional activities with honesty, integrity, respect, fairness and good faith in a manner that will reflect well upon the medical fitness industry;
- Comply with all laws and regulations pertaining to the operations and conduct of business in medical fitness facilities;
- Cooperate in every reasonable and proper way with other Association members and work with them in the advancement of the medical fitness industry;
- Maintain competence and proficiency in the medical fitness space by implementing a personal program of assessment and continuing professional education;
- Represent the MFA, its positions, policies, and members without rancor;
- To encourage research and development of new methods and practices;
- Disclose — and when appropriate, avoid — financial and other conflicts of interest and work to resolve them promptly;
- Respect professional confidences;
- Enhance the dignity and image of the medical fitness profession through positive public information and communication programs; and
- Refrain from participating in any activity that demeans the credibility and dignity of the medical fitness profession.

II. Responsibilities to Members, Patients, and Others Served

The Medical Fitness Professional will, within the scope of his/her authority:

- Work to ensure the existence of a process to evaluate the quality of services and programs offered;
- Avoid practicing or facilitating discrimination and institute safeguards to prevent discriminatory organizational practices;

- Demonstrate zero tolerance for any abuse of power that compromises members, patients or others served;
- Work to ensure the existence of procedures that will safeguard the confidentiality and privacy of members, patients, or others served; and
- Work to ensure the existence of an ongoing process and procedures to review, develop and consistently implement evidence-based practices – both clinical and non-clinical - throughout the organization.

III. Responsibilities to the Organization

The medical fitness professional shall, within the scope of his or her authority:

- Lead the organization in the use and improvement of standards of management and sound business practices;
- Respect the customs, beliefs and practices of members, patients, or others served,
- Be truthful in all forms of professional and organizational communication, and avoid disseminating information that is false, misleading or deceptive;
- Prevent fraud and abuse in all its forms within the scope of responsibility;
- Create an organizational environment in which process improvement in all programs and services offered is accepted and expected;

IV. Responsibilities to Employees

Medical fitness professionals have ethical and professional obligations to the employees they manage that include, but are not limited to:

- Creating a work environment that promotes ethical conduct;
- Providing a work environment that encourages the free expression of ethical concerns and provides mechanisms for discussing and addressing such concerns;
- Promoting a healthy work environment, which includes freedom from harassment, sexual and other, and coercion of any kind, especially to perform illegal or unethical acts;
- Promoting a culture of inclusivity that seeks to prevent discrimination on the basis of race, ethnicity, religion, gender, sexual orientation, age or disability;
- Providing a work environment that promotes the proper use of employees' knowledge and skills; and
- Providing a safe and healthy work environment.

V. Responsibilities to the Community and Society

The medical fitness professional shall:

- Work to identify and meet the medical fitness needs of the community;
- Work to identify and seek opportunities to foster health promotion in the organization and the community;
- Work to support access to medical fitness programming for all people;
- Encourage and advocate for practical solutions that will improve health status and promote individual well-being;
- Provide prospective members, patients, or others served with adequate and accurate information, enabling them to make enlightened decisions regarding services.

VI. Responsibility to Report Violations of the Code

A member of MFA who has reasonable grounds to believe that another member has violated this Code has a duty to communicate such facts to the MFA Ethics Committee.

VII. Disciplinary Action for Violations of the Code

- MFA has developed a three-tiered disciplinary process of review, hearing, and appeals to ensure fair and unbiased examination of alleged violation(s) of the Code of Ethics.
 - a. Application of the Code for all MFA Members**
 - If an allegation is brought against a member, the case will be referred to the MFA Ethics Committee. A period of discovery of evidence will commence in order to provide information necessary for the Ethics Committee to appropriately hear the case.
 - Information and evidence of the violation will be provided to the Ethics Committee for review.
 - Should it be determined that there is adequate evidence of a potential violation, the committee will convene a hearing to determine the merits of allegations. All parties to the complaint will have an opportunity to present their case. The Ethics Committee, in its sole discretion, will determine the validity of the complaint.
 - If the complaint is found to have merit, the committee may recommend appropriate sanctions as deemed necessary and appropriate to protect the integrity of the Director Certification Program, MFA and/or the public.
 - Possible recommended disciplinary actions include, but are not limited to:
 - Censure of the Individual
 - Removal of status or eligibility for status including Fellowship, Facility Examiner, Committee Member, or Certified Director
 - Dismiss the member from the Association
 - The recommendations of the Ethics Committee will be communicated to the appropriate governing body for final disposition. Should an adverse decision be made, the candidate may appeal the decision to the referring governing body within 30 days by submitting additional information along with a written explanation of why they believe an appeal should be granted and a different decision rendered.
 - The DCB or the Board of Directors has the right to accept, or deny the appeal.
 - If the appeal is accepted, the respective board may refer the case back to the Ethics Committee for a second hearing, convene a hearing of the board, or act on the appeal based on the additional evidence provided. A decision will be rendered within 30 days of receipt of the appeal. The decision of the DCB and/or MFA Board of Directors is final.
 - b. Application of the Code for all MFA Certified Directors or Candidates**
 - A separate Candidate Code of Conduct has been written covering the specific activities surrounding testing. However, all aspects of the MFA Code of Ethics still apply at all times to the Director Certification Candidate and Certified Directors.
 - If an allegation is brought against a Certification applicant or Certified Director, the case will be referred to the MFA Ethics Committee. A period of discovery of

evidence will commence in order to provide information necessary for the Ethics Committee to appropriately hear the case.

- Information and evidence of the violation will be provided to the Ethics Committee for review.
 - Should it be determined that there is adequate evidence of a potential violation, the committee will convene a hearing to determine the merits of allegations. All parties to the complaint will have an opportunity to present their case. The Ethics Committee, in its sole discretion, will determine the validity of the complaint.
 - If the complaint is found to have merit, the committee may recommend to the Director Certification Board appropriate sanctions as necessary to protect the association, the public, and the integrity of the certification process.
 - Possible disciplinary actions include, but are not limited to:
 - Censure of the Individual
 - Removal of Certification Status
 - Ban the individual from becoming re-certified
 - Recommend referral to the MFA Board of Directors for consideration of revoking membership
 - Should an adverse decision be made, the candidate or Certified Director may appeal the decision to the Director Certification Board within 30 days by submitting additional information along with a written explanation of why he/she believes an appeal should be granted and a different decision rendered.
 - The Board has the sole right to accept, or deny the appeal.
 - If the appeal is accepted, The DCB may refer the case back to the Ethics Committee for a second hearing, convene a hearing of the DCB, or act on the appeal based on the additional evidence provided. A decision will be rendered within 30 days of receipt of the appeal. The decision of the DCB is final.
- c. As an MFA Certification candidate and/or Certified Director, you are deemed to be familiar with, and comply with the MFA Code of Ethics and Disciplinary Procedures and the MFA Candidate Code of Conduct. Please contact MFA to request a complete copy of either document.

APPENDIX C – Candidate Code of Conduct

Director Certification Candidates will:

1. Attest that they are the person named on the scheduling permit for the examination
2. Not seek, provide, or obtain any form of unauthorized assistance at any time, including during the examination
3. Not have prohibited materials, including formulas, study materials, notes, papers, or electronic devices of any kind, in their possession while they are in the secure areas of the test center
4. Turn off all electronic devices including phones, computers, media players, tablets, and any other device capable of external communications via voice, SMS, email, social media, or other means of communication. If the device cannot be powered off, then it must be removed from the candidate's person
5. Place all personal belongings, including powered down cell phones, watches, pagers, tablet PCs, iPods/media players, fitness and tracking monitors, any device with transmitting or receiving capabilities (e.g., Bluetooth), formulas, study materials, notes, papers, pens/pencils, and their purse and/or hand carried wallet on the floor underneath their chairs, or in a locker (if available) prior to test materials being distributed
6. Remain at their testing station throughout the examination period until excused by the Proctor
7. Refrain from accessing their telephone or other communication device at any time while they are in the testing center
8. Refrain from seeking any form of assistance from other Candidates by looking at their answer forms, passing notes, any form of sign language or code
9. Not remove examination content from the test center by any means
10. Maintain the confidentiality of the materials, including but not limited to the multiple-choice items
11. Not reproduce or attempt to reproduce examination materials through recording, memorization, or any other means
12. Not provide information relating to examination content to anyone, including those who may be taking, or preparing others to take the examination. This includes postings regarding examination content and/or answers on the Internet
13. Write in their test booklet if needed, but answers recorded in the test booklet will not be scored

APPENDIX D

Fitness Facility Director and Medical Fitness Facility Director Test Blueprint

This Document represents a delineation of the tasks (T) performed and knowledge (K) or (M) applied by Fitness Facility Directors in the practice of their profession. Fitness facility directors are responsible for all aspects of facility operation, including the physical plant, safety, staffing, user satisfaction, medical integration, financial soundness and ensuring a successful future.

Knowledge statements marked with “K” are applicable to both the Fitness Facility and Medical Fitness Facility Director Certification. Items marked with “M” are applicable specifically to the Medical Fitness Facility Director Certification and are not tested in the Fitness Facility Director Examination.

NOTE: The percentages noted by each of the nine (9) task statements reflects the percentage of the examination devoted to that task. For example, the test is 100 questions, so there are 13 questions related to Task 1 (T-1) since the Test percentage is 13%.

(13%) T-1 Maintain the physical plant including building, furniture, fixtures and equipment in order to ensure readiness for use, cleanliness, safety and minimization of risks to staff and users.

The effective performance of this task requires knowledge of:

- K-1 Preventive maintenance schedules
- K-2 Opening and closing procedures
- K-3 Equipment layout including specialized clinical equipment
- K-4 Emergency/risk management procedures
- K-5 Signage requirements (e.g., ANSI compliant)
- K-6 Life safety systems and equipment
- K-7 ADA requirements
- K-8 Aquatic safety requirements (e.g., Virginia Graeme Law, certified pool operator)
- K-9 Documentation requirements (e.g., maintenance, repair, AED tests, incident reports)
- K-10 Childcare area requirements
- K-11 Sanitation
- K-12 Local, state and federal laws and regulations, and industry guidelines (e.g., OSHA, MSDS, HIPAA, CLIA, Joint Commission, MFA standards and guidelines, health codes)
- M-1 Clinical fitness testing equipment
- M-2 Knowledge of The Joint Commission Life Safety Standards

- (12%) T-2 Recruit, select, train and evaluate staff including direct service providers and support personnel to ensure the quality of programs and services, contribute to user satisfaction and promote staff retention.

The effective performance of this task requires knowledge of:

- K-13 Background checks
- K-14 Job descriptions and requirements/qualifications (e.g., education, NCCA or ISO 17024 accredited exercise professional certifications, clinical staff certifications)
- K-15 Fair labor standards
- K-16 Interviewing techniques
- K-17 EEOC Regulations
- K-18 Mandated training requirements (e.g., biohazard, sexual harassment, emergency)
- K-19 Personnel evaluation techniques
- K-20 Initial training techniques
- K-21 Progressive discipline terms/documentation
- K-22 Fitness and health industry certifications
- K-23 Contract labor and partnerships
- M-3 Medical director and/or physician advisory board
- M-4 Clinical ancillary staff (e.g., registered dietitians, nurses)
- M-5 Systems for ongoing tracking of certifications and licenses of medically-integrated fitness staff (e.g., professional certifications, CPR/AED, continuing education)

- (13%) T-3 Select, develop and implement programs and services in order to meet the requirements of targeted users and identified markets. (This may be accomplished in collaboration with others (e.g., health practitioners, program staff, users, external organizations)).

The effective performance of this task requires knowledge of:

- K-14 Job descriptions and requirements/qualifications (e.g., education, NCCA or ISO 17024 accredited exercise professional certifications)
- K-22 Fitness and health industry certifications
- K-24 Available fitness and health-related programs and services and their budgetary implications
- K-25 Techniques for identifying target markets and their needs
- K-26 Program requirements and standards including venue and equipment
- K-27 Components and administration of fitness and health-related programs (e.g., health risk appraisals, initial and follow-up fitness assessments, biometric testing, exercise prescription)
- K-28 Techniques for identifying and analyzing program outcomes and effectiveness metrics
- K-29 Staffing ratios
- K-30 Safety/risk implications of programs

- K-31 Related and complimentary community agencies/organizations (e.g., hospitals, community services organizations, physicians)
- M-6 Techniques for identifying and implementing clinically-integrated outcomes-based programs and services
- M-7 Mechanisms for clinically-relevant reporting to medical professionals
- M-8 Methods for developing referral networks with medical professionals

(10%) T-4 Develop, implement and regularly evaluate, revise and update a marketing and communications plan to promote the facility's programs and services to potential users.

The safe and effective performance of this task requires knowledge of:

- K-22 Fitness and health industry certifications
- K-24 Available fitness and health-related programs and services and their budgetary implications
- K-25 Techniques for identifying target markets and their needs
- K-26 Program requirements and standards including venue and equipment
- K-31 Related and complimentary community agencies/organizations (e.g., hospitals, community services organizations, physicians)
- K-32 Components of a marketing plan (i.e., market research, target market, positioning, competitive analysis, market strategy, branding, key messages, budget and metrics)
- K-33 Communication vehicles/media (e.g., mass media, social media, print, digital, public relations, crisis communications)
- K-34 Techniques for identifying and analyzing marketing outcomes and effectiveness metrics
- M-9 Methodology to create and implement marketing of the medical fitness difference to potential clients and the medical community (e.g., physicians, physician extenders, ancillary healthcare providers, corporations, insurers)
- M-10 How to market medically integrated fitness as a part of preventive/chronic disease care

(10%) T-5 Develop, implement, and manage a sales process that converts prospects into facility users. This process includes, for example, developing referral sources, prospect management, needs analysis, effectiveness metrics, etc.

The safe and effective performance of this task requires knowledge of:

- K-22 Fitness and health industry certifications
- K-24 Available fitness and health-related programs and services and their budgetary implications
- K-25 Techniques for identifying target markets and their needs
- K-28 Techniques for identifying and analyzing program outcomes and effectiveness metrics

- K-31 Related and complimentary community agencies/organizations (e.g., hospitals, community services organizations, physicians)
- K-32 Components of a marketing plan (i.e., market research, target market, positioning, competitive analysis, market strategy, branding, key messages, budget and metrics)
- K-35 Program venue and equipment
- K-36 Sales process and controls (e.g., lead generation, enrollment, membership types, financial aid, customer relationships management)
- K-37 Elements of effective communication (e.g., active listening, feedback, reflecting)
- K-38 Techniques for identifying motivation and readiness to change
- K-39 Techniques for identifying individual needs
- K-40 Industry benchmarks related to sales (e.g., conversion, retention)
- M-11 Techniques for selling the medical fitness difference to potential clients and the medical community (e.g., physicians, physician extenders, ancillary healthcare providers, corporations, insurers)
- M-12 Techniques for selling medically integrated fitness as a part of preventive/chronic disease care

- (12%) T-6 Develop, implement, and manage systems for achieving financial objectives by preparing budgets and analyzing, reporting and acting on variances. These systems include, for example, financial projections, benchmarks, trend analysis, standard financial ratios and establishing financial controls.

The safe and effective performance of this task requires knowledge of:

- K-41 Industry financial benchmarks
- K-42 Techniques for interpreting and analyzing financial reports
- K-43 Key financial and performance metrics that warrant operational adjustments
- K-44 Components of a budget (e.g., revenue, expenses, depreciation, allocations)
- K-45 Capital and operational budgets
- K-46 Financial controls (e.g., separation of duties, audits)
- M-13 Requirements for insurance clinical services reimbursement including Medicare/Medicaid

- (12%) T-7 Develop relationship building techniques to provide users with satisfying experiences that maximize retention and help them achieve their fitness and health-related goals.

The safe and effective performance of this task requires knowledge of:

- K-25 Techniques for identifying target markets and their needs
- K-27 Components and administration of fitness and health-related programs (e.g., health risk appraisals, initial and follow-up fitness assessments, biometric testing, exercise prescription)
- K-30 Safety/risk implications of programs

- K-31 Related and complimentary community agencies/organizations (e.g., hospitals, community services organizations, physicians)
 - K-37 Elements of effective communication (e.g., active listening, feedback, reflecting)
 - K-38 Techniques for identifying motivation and readiness to change
 - K-39 Techniques for identifying individual needs
 - K-47 Service recovery techniques (e.g., responding to unsatisfied individuals)
 - K-48 Methods for obtaining and responding to user feedback (e.g., comment cards, satisfaction surveys)
 - K-49 Methods for developing and evaluating member engagement (e.g., utilization, participation in multiple activities)
 - K-50 Techniques for orienting new members
 - K-51 Methodologies and systems for coaching individuals through health-related behavior changes
 - M-14 Techniques for communicating with medical professionals and individuals about medically integrated fitness program needs and outcomes
- (10%) T-8 Periodically review programs, services and systems to determine how they can be improved to better meet facility and user goals and objectives. This includes, for example, analyzing current programs, identifying key stakeholders, gap analysis and determining actions to be taken.

The safe and effective performance of this task requires knowledge of:

- K-1 Preventive maintenance schedules
- K-2 Opening and closing procedures
- K-3 Fitness equipment layout including specialized clinical equipment
- K-4 Emergency/risk management procedures
- K-5 Signage requirements (e.g., ANSI compliant)
- K-6 Life safety systems and equipment
- K-7 ADA requirements
- K-8 Aquatic safety requirements (e.g., Virginia Graeme Law, certified pool operator)
- K-9 Documentation requirements (e.g., maintenance, repair, AED tests, incident reports)
- K-10 Childcare area requirements
- K-11 Sanitation
- K-12 Local, state and federal laws and regulations, and industry guidelines (e.g., OSHA, MSDS, HIPAA, CLIA, Joint Commission, MFA standards and guidelines, health codes)
- K-13 Background checks
- K-14 Job descriptions and requirements/qualifications (e.g., education, NCCA or ISO 17024 accredited exercise professional certifications)
- K-15 Fair labor standards
- K-16 Interviewing techniques
- K-17 EEOC Regulations
- K-18 Mandated training requirements (e.g., biohazard, sexual harassment, emergency)
- K-19 Personnel evaluation techniques

- K-20 Initial training techniques
- K-21 Progressive discipline terms/documentation
- K-22 Fitness and health industry certifications
- K-23 Contract labor and partnerships
- K-24 Available fitness and health-related programs and services and their budgetary implications
- K-25 Techniques for identifying target markets and their needs
- K-26 Program requirements and standards including venue and equipment
- K-27 Components and administration of fitness and health-related programs (e.g., health risk appraisals, initial and follow-up fitness assessments, biometric testing, exercise prescription)
- K-28 Techniques for identifying and analyzing program outcomes and effectiveness metrics
- K-29 Staffing ratios
- K-30 Safety/risk implications of programs
- K-31 Related and complimentary community agencies/organizations (e.g., hospitals, community services organizations, physicians, etc.)
- K-32 Components of a marketing plan (i.e., market research, target market, positioning, competitive analysis, market strategy, branding, key messages, budget and metrics)
- K-33 Communication vehicles/media (e.g., mass media, social media, print, digital, public relations, crisis communications)
- K-34 Techniques for identifying and analyzing marketing outcomes and effectiveness metrics
- K-35 Program venue and equipment
- K-36 Sales process and controls (e.g., lead generation, enrollment, membership types, financial aid, customer relationships management)
- K-37 Elements of effective communication (e.g., active listening, feedback, reflecting)
- K-38 Techniques for identifying motivation and readiness to change
- K-39 Techniques for identifying individual needs
- K-40 Industry benchmarks related to sales (e.g., conversion, retention)
- K-41 Industry financial benchmarks
- K-42 Techniques for interpreting and analyzing financial reports
- K-43 Key financial and performance metrics that warrant operational adjustments
- K-44 Components of a budget (e.g., revenue, expenses, depreciation, allocations)
- K-45 Capital and operational budgets
- K-46 Financial controls (e.g., separation of duties, audits)
- K-47 Service recovery techniques (e.g., responding to unsatisfied individuals)
- K-48 Methods for obtaining and responding to user feedback (e.g., comment cards, satisfaction surveys)
- K-49 Method for developing and evaluating member engagement (e.g., utilization, participation in multiple activities)
- K-50 Techniques for orienting new members
- K-51 Methodologies and systems for coaching individuals through health-related behavior changes
- K-52 Process improvement methodologies (e.g., gap analysis, plan-do-check-act, lean, Six-Sigma)
- K-53 Techniques for implementing and managing change

- M-1 Clinical fitness testing equipment
- M-2 Knowledge of The Joint Commission Life Safety Standards
- M-3 Medical director and/or physician advisory board
- M-4 Clinical ancillary staff (e.g., registered dietitians, nurses)
- M-5 Systems for ongoing tracking of certifications and licenses of medically-integrated fitness staff (e.g., professional certifications, CPR/AED, continuing education)
- M-6 Techniques for identifying and implementing clinically-integrated outcomes-based programs and services
- M-7 Mechanisms for clinically-relevant reporting to medical professionals
- M-8 Methods for developing referral networks with medical professionals
- M-9 How to market the medical fitness difference to potential clients and the medical community (e.g., physicians, physician extenders, ancillary healthcare providers, corporations, insurers)
- M-10 How to market medically integrated fitness as a part of preventive/chronic disease care
- M-11 Techniques for selling the medical fitness difference to potential clients and the medical community (e.g., physicians, physician extenders, ancillary healthcare providers, corporations, insurers)
- M-12 Techniques for selling medically integrated fitness as a part of preventive/chronic disease care
- M-13 Requirements for insurance clinical services reimbursement including Medicare/Medicaid
- M-14 Techniques for communicating with medical professionals and individuals about medically integrated fitness program needs and outcomes

(8%) T-9 Review on a regular basis the business, mission and goals of the facility in light of potential changes in the market and industry to produce a plan for the future that includes implementation, timelines and accountability.

The safe and effective performance of this task requires knowledge of:

- K-24 Available fitness and health-related programs and services and their budgetary implications
- K-25 Techniques for identifying target markets and their needs
- K-26 Program requirements and standards including venue and equipment
- K-27 Components and administration of fitness and health-related programs (e.g., health risk appraisals, initial and follow-up fitness assessments, biometric testing, exercise prescription)
- K-28 Techniques for identifying and analyzing program outcomes and effectiveness metrics
- K-29 Staffing ratios
- K-30 Safety/risk implications of programs
- K-31 Related and complimentary community agencies/organizations (e.g., hospitals, community services organizations, physicians, etc.)
- K-34 Techniques for identifying and analyzing marketing outcomes and effectiveness metrics

- K-53 Techniques for implementing and managing change
- K-54 Components of and systems for developing strategic plans
- K-55 Industry benchmarks
- K-56 Techniques for identifying and analyzing process improvement for program components

- M-15 Methods for collaborating with members of the local continuum of care (e.g., physicians, hospitals, nurse practitioners, physical therapists)
- M-16 Systems for coordinating strategic plan with healthcare partners
- M-17 Resources available through the Medical Fitness Association (e.g., benchmarking, education, certification)
- M-18 Techniques for analyzing and comparing the quality of clinical programs

Knowledge Summary

- K-1 Preventive maintenance schedules
- K-2 Opening and closing procedures
- K-3 Fitness equipment layout including specialized clinical equipment
- K-4 Emergency/risk management procedures
- K-5 Signage requirements (e.g., ANSI compliant)
- K-6 Life safety systems and equipment
- K-7 ADA requirements
- K-8 Aquatic safety requirements (e.g., Virginia Graeme Law, certified pool operator)
- K-9 Documentation requirements (e.g., maintenance, repair, AED tests, incident reports)
- K-10 Childcare area requirements
- K-11 Sanitation
- K-12 Local, state and federal laws and regulations, and industry guidelines (e.g., OSHA, MSDS, HIPAA, CLIA, Joint Commission, MFA standards and guidelines, health codes)
- K-13 Background checks
- K-14 Job descriptions and requirements/qualifications (e.g., education, NCCA or ISO 17024 accredited exercise professional certifications)
- K-15 Fair labor standards
- K-16 Interviewing techniques
- K-17 EEOC Regulations
- K-18 Mandated training requirements (e.g., biohazard, sexual harassment, emergency)
- K-19 Personnel evaluation techniques
- K-20 Initial training techniques
- K-21 Progressive discipline terms/documentation
- K-22 Fitness and health industry certifications
- K-23 Contract labor and partnerships
- K-24 Available fitness and health-related programs and services and their budgetary implications
- K-25 Techniques for identifying target markets and their needs
- K-26 Program requirements and standards including venue and equipment

- K-27 Components and administration of fitness and health-related programs (e.g., health risk appraisals, initial and follow-up fitness assessments, biometric testing, exercise prescription)
- K-28 Techniques for identifying and analyzing program outcomes and effectiveness metrics
- K-29 Staffing ratios
- K-30 Safety/risk implications of programs
- K-31 Related and complimentary community agencies/organizations (e.g., hospitals, community services organizations, physicians, etc.)
- K-32 Components of a marketing plan (i.e., market research, target market, positioning, competitive analysis, market strategy, branding, key messages, budget and metrics)
- K-33 Communication vehicles/media (e.g., mass media, social media, print, digital, public relations, crisis communications)
- K-34 Techniques for identifying and analyzing marketing outcomes and effectiveness metrics
- K-35 Program venue and equipment
- K-36 Sales process and controls (e.g., lead generation, enrollment, membership types, financial aid, customer relationships management)
- K-37 Elements of effective communication (e.g., active listening, feedback, reflecting)
- K-38 Techniques for identifying motivation and readiness to change
- K-39 Techniques for identifying individual needs
- K-40 Industry benchmarks related to sales (e.g., conversion, retention)
- K-41 Industry financial benchmarks
- K-42 Techniques for interpreting and analyzing financial reports
- K-43 Key financial and performance metrics that warrant operational adjustments
- K-44 Components of a budget (e.g., revenue, expenses, depreciation, allocations)
- K-45 Capital and operational budgets
- K-46 Financial controls (e.g., separation of duties, audits)
- K-47 Service recovery techniques (e.g., responding to unsatisfied individuals)
- K-48 Methods for obtaining and responding to user feedback (e.g., comment cards, satisfaction surveys)
- K-49 Method for developing and evaluating member engagement (e.g., utilization, participation in multiple activities)
- K-50 Techniques for orienting new members
- K-51 Methodologies and systems for coaching individuals through health-related behavior changes
- K-52 Process improvement methodologies (e.g., gap analysis, plan-do-check-act, lean, Six-Sigma)
- K-53 Techniques for implementing and managing change
- K-54 Components of and systems for developing strategic plans
- K-55 Industry benchmarks
- K-56 Techniques for identifying and analyzing process improvement for program components

- M-1 Clinical fitness testing equipment
- M-2 Knowledge of The Joint Commission Life Safety Standards
- M-3 Medical director and/or physician advisory board

- M-4 Clinical ancillary staff (e.g., registered dietitians, nurses)
- M-5 Systems for ongoing tracking of certifications and licenses of medically-integrated fitness staff (e.g., professional certifications, CPR/AED, continuing education)
- M-6 Techniques for identifying and implementing clinically-integrated outcomes-based programs and services
- M-7 Mechanisms for clinically-relevant reporting to medical professionals
- M-8 Methods for developing referral networks with medical professionals
- M-9 How to market the medical fitness difference to potential clients and the medical community (e.g., physicians, physician extenders, ancillary healthcare providers, corporations, insurers)
- M-10 How to market medically integrated fitness as a part of preventive/chronic disease care
- M-11 Techniques for selling the medical fitness difference to potential clients and the medical community (e.g., physicians, physician extenders, ancillary healthcare providers, corporations, insurers)
- M-12 Techniques for selling medically integrated fitness as a part of preventive/chronic disease care
- M-13 Requirements for insurance clinical services reimbursement including Medicare/Medicaid
- M-14 Techniques for communicating with medical professionals and individuals about medically integrated fitness program needs and outcomes
- M-15 Methods for collaborating with members of the local continuum of care (e.g., physicians, hospitals, nurse practitioners, physical therapists)
- M-16 Systems for coordinating strategic plan with healthcare partners
- M-17 Resources available through the Medical Fitness Association (e.g., benchmarking, education, certification)
- M-18 Techniques for analyzing and comparing the quality of clinical programs

APPENDIX E

CONFLICT OF INTEREST/ CONFIDENTIALITY AND NON-DISCLOSURE STATEMENT

In my role as a Medical Fitness Association (MFA) Representative, which includes Volunteer, Independent Contractor, Committee Member or Board Member, Officer, or MFA staff member, I have been entrusted with certain information regarding the operations and membership of the MFA and its members. MFA is committed to protecting the confidentiality of its members, personnel, and the business data entrusted to its care. With this in mind, **I agree and acknowledge the following:**

Definition of Confidential and Proprietary Information

For purposes of this Agreement, “confidential information” means all information and materials, in whatever form, whether tangible or intangible, disclosed by the MFA, or any of its affiliated organizations, to which the MFA Representatives otherwise gain access to as a result of serving the needs of MFA. All proprietary information of the MFA that is not known generally to the public is considered confidential information. Without limiting the generality of the foregoing, the following are specifically deemed confidential information:

- Ideas for research and development;
- Information submitted in the investigation of complaints or involving ethics cases;
- Computer records and software (including software that is proprietary to third parties);
- Any other information which MFA must keep confidential as a result of obligations to third parties;
- Information regarding the administration of components of the certification programs;
- Exam-related technologies and components;
- Item content, characteristics, development or other aspects of the examinations and their development, maintenance and administration;
- Identities of certificants, candidates, customers, suppliers, or third party contractors, including without limitation any media, advertising, or public relations firms;
- The MFA’s e-mail distribution list(s);
- Human resources data and information about employees, contractors and other volunteers;
- Cost and other financial data;
- Any other information to which a volunteer may have access while involved in MFA’s activities.

Non-Disclosure

I agree not to, without prior written consent from MFA, divulge any confidential information to third parties, or copy documents by any means containing any confidential information. In no event shall I use confidential information in a manner that is in any way detrimental to MFA. I also agree to maintain the confidentiality of all confidential information and not misuse, misappropriate, or disclose in writing, orally or by electronic means, any confidential information, directly or indirectly, to any other person or use them in any way outside the

scope of my role with MFA, either during the term of this Agreement, or at any other time thereafter. I acknowledge and agree that all confidential information and similar items, whether maintained in hard copy, electronically, or on-line relating to MFA's business shall remain exclusively the property of the MFA and shall only be used by myself for the purpose(s) permitted by the MFA.

If I am a Facility Examiner, I acknowledge that I will have disclosed to me confidential information belonging to the facilities that I examine. This information is both confidential and proprietary. I agree to keep all information disclosed to me during the facility certification process private and confidential and further agree that I will not copy, transfer, or in any way utilize the confidential information disclosed by a Facility Certification candidate for my own personal use or gain, or for any facility with which I have a relationship, without the prior written consent of the owning facility.

Conflict of Interest

I shall avoid personal and professional conflicts of interest in all matters pertaining to MFA's programs. Conflicting interests may include, but are not limited to, such areas as financial, personal relationships, and/or professional relationships. If a situation arises where it is unclear as to whether a conflict of interest exists, I shall discuss the issue with an Officer or employee of MFA.

In the event that any MFA Representative shall have any direct or indirect interest in, or relationship with, any individual or organization which proposes to enter into any transaction with or on behalf of MFA, including, but not limited to, transactions involving:

- the sale, purchase, lease or rental of any property or other asset;
- employment, or rendition of services, personal or otherwise including publication of any material by, on behalf of, or in conflict with MFA;
- the award of any grant, contract, or subcontract;
- the investment, or deposit of any funds of MFA;
- Any consulting arrangement using proprietary MFA information;
- an MFA Industry Partner agreement;
- a Strategic Partner agreement.

Such person shall give notice of any such interest, or relationship, and shall thereafter refrain from discussing or voting on the particular transaction in which he/she has an interest. Said person shall make no attempt to exert any influence on MFA, or any of its components, to affect a decision to participate, or not participate, in any such transaction.

XII. MEDICAL FITNESS ASSOCIATION

Record of Compliance with Conflict of Interest Policy

_____ No Conflict

_____ Conflict (direct or indirect). Disclosure noted as follows.



As an MFA Representative the following is a record of my disclosure of a direct, or indirect, conflict of interest and my intent to abstain from any discussion, or vote, on the matter during my term of service with the MFA.

XIII. CONFLICT:

(Please list each Board, Committee, or other MFA capacity in which you serve)

Information generated by, or through MFA which is copyrighted, confidential, or the intellectual property of MFA may not be used without permission. No member may disseminate, or otherwise utilize, such information for financial, or other personal gain, before such resources are made available in the public domain by MFA, without the express written consent of MFA.

Remedies

Violation of this Agreement will be grounds for termination of service with MFA. In the case of a volunteer, a Committee Chair plus any two members of the Executive Committee may elect to remove a volunteer at any time. In cases where a staff member is involved in violating this agreement, MFA’s CEO shall determine the discipline or termination process. The provisions of this Agreement and my obligations hereunder shall survive any expiration, termination, or rescission of this Agreement and remain even after my relationship with MFA ends. Except as provided herein, I am prohibited from disclosing or using any Confidential Information gained through my affiliation with MFA in all circumstances, including, but not limited to, subsequent engagements or employment with third parties.

This Agreement shall be binding upon myself and my personal representatives and successors in interest, and shall inure to the benefit of MFA, its successors and assigns. I acknowledge that a violation of the terms of this Agreement may cause damage and harm to MFA and that any such damage or harm will be difficult, if not impossible, to calculate in monetary terms and will be irreparable to MFA.

I agree that, upon notice from MFA declaring a breach of this Agreement, I shall immediately cease all further activities which are, or are claimed by MFA to be, a breach of this Agreement. MFA may also avail itself of any other remedies available by law. If any of the provisions of this Agreement are found to be unenforceable, the remainder shall be enforced as fully as possible and the unenforceable provision(s) shall be deemed modified to the limited extent required to permit enforcement of the Agreement as a whole.

Signature: _____ Date: _____

Printed Name: _____

Appendix F

Pass Rates for MFA Certification Examinations

Fitness Facility Director

Calendar Year	Candidates	Pass Rate %
2017	9	88%
2018	6	100%
2019	5	60%
2020	0	

Medical Fitness Facility Director

Calendar Year	Candidates	Pass Rate %
2017	5	80%
2018	2	100%
2019	3	100%
2020	0	