# Title X Site Visit Timeline & Checklist

Grantees who contract with subrecipient agencies to provide Title X services should carry out formal site visits as part of the subrecipient monitoring process. Site visits should be conducted on a rotating schedule, generally once every project period.

**Purpose:** This timeline and checklist will help Title X grantees to plan, implement, and close out site visits with subrecipients in their networks. It is not meant to be exhaustive or directive; instead it contains suggestions and can be modified to suit specific grantee needs. Note that the timing of tasks below will vary among grantees' needs and preferences. An on-site assessment can take one to five days to complete, depending on the number of subrecipient sites that will be visited.

### PLANNING FOR SITE VISIT

## Pre-Site Visit: One Year to Six Months Before Visit

- ❑ **Determine which subrecipient(s) will be assessed.**
  - Conduct an assessment of each subrecipient once every project period (when following the federal standard) or at the interval specified in the site visit policy. Conduct a site visit for new subrecipients during their first two years of grant funding.

- ❑ **Determine the assessment tool to be used for the site visit. Choose the best option for your agency. For instance:**
  - Refer to the Program Review Tool and develop a grantee-specific tool that addresses sections written in the subrecipient contracts, policies, and procedures, or
  - Review and update a site visit tool your agency has used in the past.

- ❑ **Notify the subrecipient(s).**
  - Notify subrecipient(s) at least six months in advance of when the site visit should occur and work with them to schedule mutually agreed-upon dates for carrying out the assessment.
  - Inform subrecipient(s) that relevant staff, including the family planning director, clinic manager(s), and finance staff (especially those who work in billing), must be available over the course of the assessment. The medical director will also need to be available for an interview in person or by phone/video conference.
  - Send the formal Site Visit Announcement Letter, your site visit tool, and Requested Documents List to subrecipient(s) approximately three months prior to the site visit.

- ❑ **Identify a site visit team**
  - Assign team leads or coordinators as single points of contact at both the grantee and subrecipient level to facilitate streamlined communications.
  - Include individual reviewers with clinical, administrative, and fiscal Title X expertise.
  - Hire a consultant if the grantee lacks expertise in any of these areas.
  - Clarify roles and responsibilities.

## Pre-Site Visit: Two Months Before Visit

- ❑ **Conduct planning conference call with the subrecipient(s).**
    - Collaborate with the subrecipient(s) on selecting the site(s).
    - Make sure that sites participating in the assessment schedule family planning appointments on the site visit days, so the team can observe client interaction.
    - Discuss logistics, such as:
        - where the site visit team will work on-site (e.g., a conference room)
        - travel to sites
        - electronic health record/internet access, etc.

- ❑ **Finalize agenda and plan travel.**
    - Finalize and send the Site Visit Agenda and book transportation, hotel, and car rental, if needed. Allow for enough time to travel between sites, if necessary.

## Pre-Site Visit: One Month Before Visit

- ❑ **Collect subrecipient documents and forward them to team for desk review.**
    - Review all documents sent by each (if more than one) subrecipient one month before the site visit is scheduled. This will allow time to follow up with the subrecipient on any information that is missing.
    - Forward the reviewed subrecipient documents, along with the following documents provided by the grantee to the site visit team, with enough time to perform a desk review before going on-site:
        - Site Visit Announcement Letter and Agenda
        - Your site visit tool that will be utilized for the review
        - Grantee's contract with the subrecipient
        - Subrecipient FPAR tables for current and preceding year
        - Fiscal reports for current and preceding year (only to fiscal reviewer)
        - Any previous site visit report
        - Any previous corrective action or response plans
        - If applicable, a list of ongoing issues from the subrecipient's prior site visit

## Pre-Site Visit: One to Two Weeks Before Visit

- ❑ **Prepare for client medical records review.**
    - Use most recent Title X encounter-level data (if available) to create a random sample of visits for the chart review. The sample should include visits from clients with diverse characteristics, such as adolescents, males, and clients at or below the federal poverty level. The sample should also include a variety of visit types, such as pregnancy test-only visits, visits for long-acting, reversible contraception, and sexually transmitted illness checks.
    - If encounter-level data is not available, work with subrecipient to obtain a random sample of visits for the chart review.
    - Populate the chart audit tools with encounter data to facilitate efficient audits. For example, the client medical record number, date of birth, and sex can be pre-populated to save time on-site.

- ❑ **Bundle the information for reviewers.**
    - Prepare flash drives with site visit materials (and hard copies of materials when appropriate) for each reviewer (and a few extra to share as needed).

- ❑ **Send the Site Visit Report Template.**
  - Email the Site Visit Report Template to the site visit team with instructions on how and when to complete the template.

- ❑ **Conduct pre-site visit meeting with review team.**
  - Make sure the review team is knowledgeable about the subrecipient and service area.
  - Address all site visit review-related logistics, including what to expect.
  - Discuss the site visit report process, including section assignments and due dates.
  - Answer review team's questions and identify what additional subrecipient-related information will be needed to prepare for the site visit.

- ❑ **Send the final agenda to the review team and subrecipient.**
  - Include the phone numbers for the lead reviewer and for the subrecipient family planning director.

- ❑ **Prepare for the entrance meetings.**
  - Make sure the review team members understand their respective roles before attending the entrance meeting.
  - Prepare an entrance meeting agenda that allows for introductions and an overview of the assessment.

## Site Visit (One to Five Days)

- ❑ **Conduct entrance meeting.**
  - Ask that all subrecipient administrative, fiscal, and clinical staff who will be involved in the site visit attend the entrance meeting. If staff have not yet been assigned to the assessment, this meeting will provide an opportunity to do so.
  - Orient subrecipient staff to the site visit process.
  - Discuss the site visit's objectives: to determine the extent to which the family planning project is aligned with Title X Expectations and to identify best practices being implemented and opportunities for improvement.
  - Consider allowing time for the subrecipient to provide a brief (e.g., 30 minutes) overview of its family planning project.

- ❑ **Review documents available on-site.**
  - The clinical reviewer conducts client medical records review, and review of clinical policies and procedures.
  - The fiscal reviewer audits client charts for adherence to Title X financial and confidential billing requirements, and reviews accounting practices, policies, and procedures.
  - The administrative reviewer assesses information and education policies and procedures; community participation, education, and promotion policies, procedures, and plan; administrative policies and procedures, and documentation of training requirements for the family planning project.

- ❑ **Conduct subrecipient staff interviews.**
  - The clinical reviewer interviews subrecipient clinical staff and the medical director.
  - The fiscal reviewer interviews subrecipient fiscal staff.
  - The administrative reviewer interviews family planning leadership and staff, and conducts other activities as needed to complete the administrative section of the review.

- ❑ **Conduct facility/staff/client observations.**
  - The clinical reviewer observes clinician/client interactions, and conducts other activities as needed to complete the clinical section of the review.
  - The fiscal reviewer observes front desk/client interactions regarding income verification, charges, and conducts other activities as needed to complete the fiscal section of the review.
  - The administrative reviewer evaluates the clinic to ensure client confidentiality is maintained throughout the visit, and conducts other activities as needed to complete the administrative section of your site visit tool.

- ❑ **Conduct daily debrief meetings with subrecipient staff.**
  - Gather the subrecipient staff who participated to provide a brief summary of the review team's observations. Encourage the subrecipient to answer any outstanding questions or clarify any issues.

- ❑ **Exit meeting preparation.**
  - Gather the review team to discuss impressions in a private space, prepare exit meeting talking points, and clarify which talking points each reviewer will present.

- ❑ **Conduct exit meeting.**
  - Invite all administrative, clinical, and fiscal staff who participated to the exit meeting.
  - Highlight sections in which the subrecipient excels and, most importantly, those sections found not to be aligned with Title X Expectations, or in need of improvement.

## Post-Site Visit: Two Weeks After Visit

- ❑ **Complete site visit reports.**
  - Assign one member of the review team to compile all administrative, fiscal, and clinical sections of the report. This team member should review each section and request clarification from other team members, as needed.

- ❑ **Prepare the Response Plan.**
  - For areas of improvement (AOI) that need to be addressed by the subrecipient, enter the CFR section number, the AOI, and action required into the Response Plan Template. The subrecipient follows this template to address AOI using a S.M.A.R.T. (specific, measurable, achievable, relevant, and time-bound) format.

## Post-Site Visit: Two to Four Weeks After Visit

❑ **Send the Title X Site Visit Report and Title X Response Plan to the subrecipient.**

- Prepare the report to send to the subrecipient. The Site Visit Report Cover Letter should request a response from the subrecipient within four to six weeks that includes plans to complete all items listed in the Response Plan.
- Offer to discuss the report with the subrecipient by phone.

## Post-Site Visit: One Month After Visit or Until All AOI Have Been Addressed

❑ **Review the subrecipient's Response Plan and overall response to the Title X Site Visit Report.**

- Meet with the site visit team to discuss the subrecipient's response.
- Notify the subrecipient in writing that its response and Response Plan have been accepted or that more information is needed.

❑ **Monitor subrecipient progress on Response Plan.**

- Facilitate meetings to follow up on progress, as needed.

❑ **Send Site Visit Close-out Letter.**

- Draft a Site Visit Close-out Letter to the subrecipient once the review team agrees that all AOI have been adequately addressed. This letter should clearly state that the conditions of the Response Plan have been fulfilled and that the site visit is complete.

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