

USATM
LACROSSE



INTEGRATED -
INTERDISCIPLINARY SUPPORT
TEAMS (IIST) HANDBOOK

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INTRODUCTION

USA Lacrosse (USAL) National Team success at international events is the result of focused strategic planning and good management. The coaching staff plays a pivotal role in the success that the athletes/teams achieve. There are also additional key resources, personnel, and expertise that contributes to the overall and sustained success of USAL National Team programs.

The identification and management of targeted resources and personnel is an essential element to the health, development, training, and performance of USAL National Team program athletes. These services are provided by members of an Interdisciplinary Integrated Support Team (IIST).

The IISTs are embedded within the High-Performance Department and serve to support the assigned National Team throughout a particular competition cycle. In general, an IIST is comprised of sports medicine and sports science personnel. There will be some overarching approaches for establishing, managing, communicating, and compensating IIST members which will be facilitated by the guidelines included within this Handbook. It is also evident that each National Team may have slightly different needs to best prepare for upcoming competitions. Consideration will be given to specific requests while still following the best practices and USAL processes that are included within this Handbook.

The function and impact of the IIST is related to a combination of direct services and advisory roles. In other words, some members may attend domestic and international events and provide direct services regularly, whereas other members may be primarily decentralized and play more of an advisory role to the teams. This will include assisting USAL and the respective coaching staffs with the screening, monitoring, and development of athlete health, training, and performance.

These support services are an invaluable component of the high-performance structure for the National Team programs. We are thankful for the time, energy, and effort of the practitioners who dedicate themselves to looking after the health and performance of our National Team athletes.

Jason D. Vescovi, Ph.D.
VP, High Performance

Kellie Loehr
Head Liaison, Medical Support Services

PURPOSE OF IIST

The purpose of the USAL IIST is to work alongside National Team coaches and High-Performance department personnel to implement the most effective strategies for overseeing and managing player health, development, training, and performance. The sport science and sport medicine services are aimed at enhancing the coaches' training plans, competition preparation, recovery/regeneration approaches, and rehabilitation plans. This is all guided by appropriate scientific, medical, and technical input suitable for a given National Team program.

USAL LED, INFORMED BY THE COACH(ES), AND IIST SUPPORTED

USAL high-performance plans are always:

- athlete-centered,
- led by USAL staff,
- informed by the coach(es), and
- supported by IIST personnel

The design and implementation of National Team program will focus on the health, development, training, and performance of the athletes. The overall process will be guided by USAL High-Performance department staff in collaboration with each team's coaches and key personnel. As mentioned above, each team/athlete is different and will have slightly different needs. As such, the direction and activities for the respective IISTs may vary slightly. The athletes/teams will be subsequently supported by discipline-specific IIST practitioners.

It is critical that the scope of the IIST is directly communicated when new coaching staff are contracted by USAL. Regularly reviewing targeted strategies and implementation plans will ensure that IIST personnel address appropriate issues as well as making the most effective impact on athlete/team health, training, and performance outcomes. The Head Liaison for Medical Support Services leads this process.

KEY PRIORITIES

Key priorities for the USAL IIST include, but are not limited to, the following:

- Provide appropriate, evidence-based best practice advice for athlete/team health, training, and performance.
- Integrate scientific and medical methodologies/techniques into a well structured training and competition program throughout each team's competition cycle.
- Provide regular, consistent communication with all National Team athletes and coaches.
- Establish and implement standardized medical (physical and mental), musculoskeletal screening, and performance (fitness) protocols for assessment and monitoring.

- Establish necessary monitoring protocols for training and competition.
- Implement ongoing athlete/game analytics to maximize performance outcomes.
- Determine strategy to provide services within a decentralized environment.

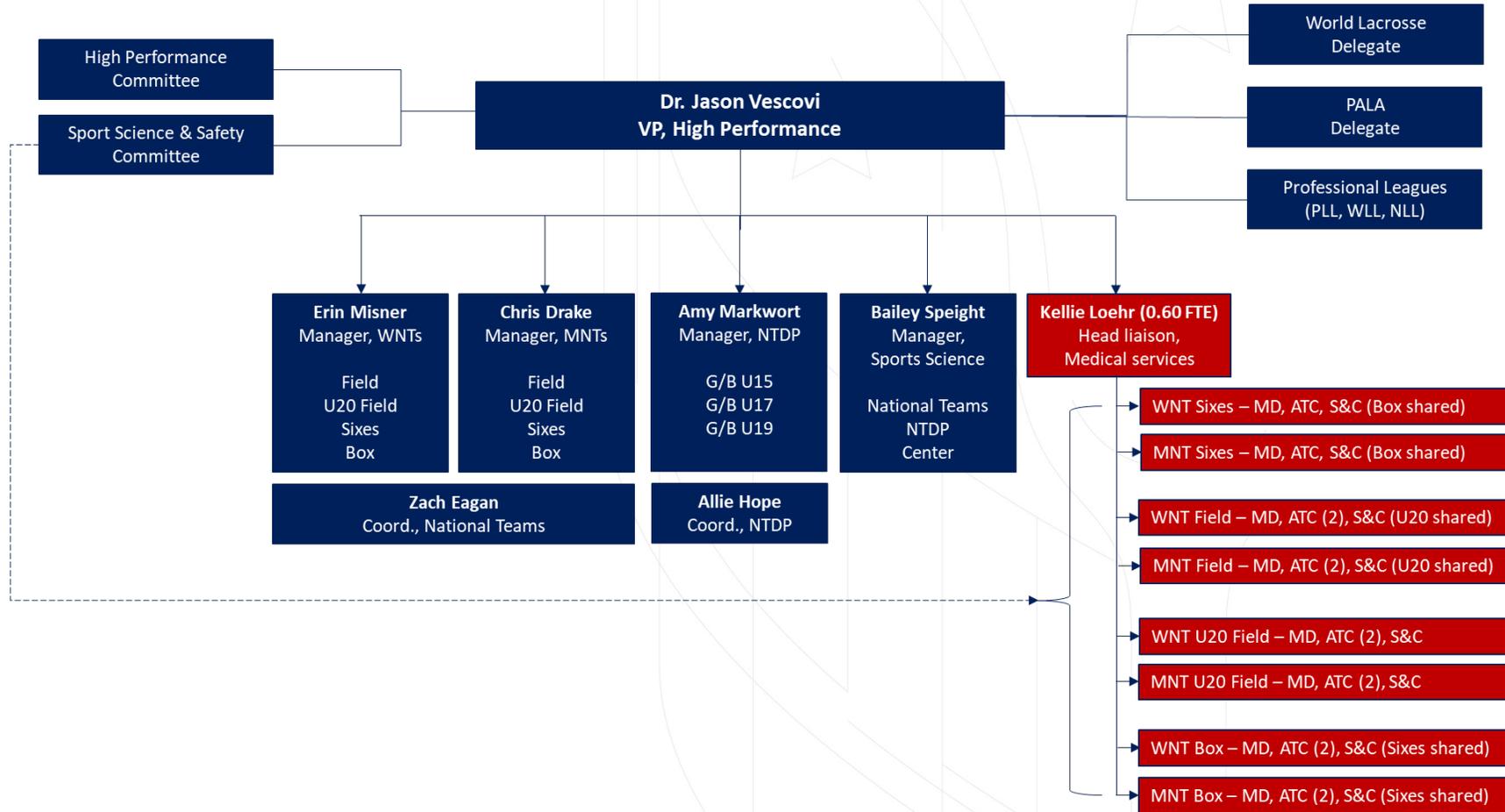
HIGH PERFORMANCE DEPARTMENT STRUCTURE

PERSONNEL

There are currently six (6) full-time staff, two (2) part-time personnel, and up to 30 independent contractors within the High-Performance department supporting our National Teams and National Teams Development Program (Figure 1).

- Dr. Jason Vescovi, Vice President, High Performance and Director, Center for Sport Science & Safety.
- Erin Misner, Manager, Women's National Teams. Responsible for budget, logistics and operations for all four women's National Teams.
- Chris Drake, Manager, Men's National Teams. Responsible for budget, logistics and operations for all four men's National Teams.
- Amy Markwort, Manager, National Teams Development Program (NTDP). Responsible for strategy, budget, logistics and operations for NTDP.
- Bailey Speight, Manager, Sports Science. Responsible for National Team and NTDP support, educational content development, research program.
- Kellie Loehr, Head Liaison, Medical Support Services (0.60 FTE). FTE of medical partner (MedStar Health). Manages support personnel and athlete services.
- Zach Eagan, Coordinator, National Teams. Direct support for Women's and Men's National Teams Managers.
- Allie Hope, Coordinator, National Team Development Program (0.75 FTE). Direct support for Manager, NTDP.
- Integrated Interdisciplinary support teams (IIST). Direct support to National Team.

Figure 1. High-Performance Department Overview



PALA-Pan American Lacrosse Association; **PLL**-Premier Lacrosse League; **NLL**-National Lacrosse League; **WLL**-Women’s Lacrosse League; **MD**-medical doctor; **ATC**-athletic trainer; **S&C**-Strength & Conditioning; **WNT**-Women’s National Team; **MNT**-Men’s National Team

IIST LEADERSHIP & SUPPORT

National Team IIST's are under the leadership of the USAL VP, High Performance. Direct guidance for the IISTs is provided by the Head Liaison, Medical Support Services, with additional support from the USAL Sports Science & Safety Committee. At minimum, every National Team IIST will include a sports medicine trained physician, certified athletic trainer(s), and a strength and conditioning coach. Supplemental personnel and services may be brought in based on team needs/requests and budget approval.

Only IIST personnel that are contracted with USAL are permitted to provide direct services to the USAL National Team programs. IIST members will provide services to the USAL National Team programs as agreed upon in their independent contractor agreement. Collaboration amongst the key National Team stakeholders is essential, and while open discussions and debate is encouraged regarding IIST personnel for a given National Team, ultimately USAL personnel will decide on the supportive services provided to National Team programs.

VP, HIGH PERFORMANCE/ DIRECTOR, CENTER FOR SPORT SCIENCE

This role is responsible for leading the High-Performance Department, inclusive of oversight for the IIST selected to work with each National Team.

HEAD LIAISON, MEDICAL SUPPORT SERVICES

The USAL Head Liaison, Medical Support Services will oversee the processes, procedures, and personnel for the IISTs. This role will work collaboratively with the VP, High Performance/ Director, Center for Sport Science, and the coaching staff to ensure IIST personnel deliver best in class support services to the National Team programs.

As the central figure to the IIST, the Head Liaison for Medical Support Services will have significant contact time with all key stakeholders and be responsible for things including:

- Overseeing orientation and onboarding of IIST personnel.
- Ensuring IIST personnel have appropriate licensure/certifications.
- Coordinating IIST personnel activities/schedules for National Team programs.
- Communication/reporting to applicable USAL staff/coaches about athlete status.
- Manage USAL Electronic Medical Record, inclusive of injury surveillance protocols.
- Convening and conducting efficient meetings at agreed upon cadence.
- Creating/implementing standard operating procedures for medical care of athletes.
- Coordinating medical care support for National Teams during events.
- Leading/organizing all National Team physical examinations.
- Educating/guiding USAL athletes through the insurance filing process.

MANAGER, SPORT SCIENCE

This role falls within the Center for Sport Science & Safety and contributes to research/innovation, educational content development, and direct support of the National Teams. The types of activities the Manger, Sport Science provides to National Teams may include:

- Implementing performance testing protocols
- Integrating wearable technology to collect and subsequently communicate/report about the physical demands during training camps and competitions
- Supporting implementation of monitoring strategies for potential environmental impacts (e.g., heat acclimatization, time zone change, etc.)
- Supporting S&C coaches with delivery of exercise prescription

USAL SPORT SCIENCE & SAFETY COMMITTEE

The Sport Science & Safety Committee is an advisory group made up of specialists and experts representing a variety of sport science/medicine disciplines. The role of the Sport Science & Safety Committee is to assist USAL and the Center for Sport Science & Safety on the following:

- Development and/or review of appropriate policies for Sport Science and Sports Medicine support for National Team programs
- Assist in implementing workshops to train IIST members
- Reach out into their professional network for identifying and recruiting IIST personnel
- Provide advice regarding strategies for appropriate integration of IIST services

IIST COMPOSITION

MEDICAL AND PERFORMANCE PERSONNEL

Each National Team will have a sports medicine trained physician, certified athletic trainer(s), and a strength and conditioning coach. The number of personnel may vary by team needs and roster limitations. These individuals will be contracted prior to the first team event and will continue to provide services during all National Team events throughout a specific team's competition cycle. Complete job descriptions and qualifications for these positions can be found in the Appendix.

Physicians and athletic trainers will be selected for one National Team, while the strength and conditioning coach will be assigned to two related teams as follows:

- Men's Senior Field and Men's U20
- Women's Senior Field and Women's U20
- Men's 6's and Men's Box
- Women's 6's and Women's Box

SUPPLEMENTAL PERSONNEL & SERVICES

There is no specific formula for additional IIST personnel or services that will be applied to all National Team programs. USAL High Performance and the Center for Sport Science personnel, along with the coaching staff, will work collaboratively to identify priority areas of support. Selected personnel should provide quality support in the priority areas identified and interact and integrate well within the USAL environment.

Additional IIST providers may include - but do not need to have representation from all - experts from the disciplines listed below pending approval and budget.

- *Sports Medicine disciplines*
 - Mental health provider
 - Massage therapist
 - Chiropractor
 - Sports nutritionist
 - Other medical providers as appropriate
- *Sport Science disciplines*
 - Performance Analyst/Data Scientist
 - Physiologist
 - Mental Performance Coach
 - Biomechanist
 - Other technical experts as appropriate

QUALIFICATIONS, EXPERIENCES, AND SKILLSET OF IIST

USAL has requirements, characteristics, and abilities which are preferred for their participation within the IIST. Each provider must have:

- Appropriate education for their specific discipline.
- Pass medical credential review.
- Pass background check and complete athlete protection education requirements.
- Accreditation, certification, or license as per professional/legal requirements.
- Ability to work within a high-performance, integrated team.
- Practical experience and success in lacrosse as a service provider.

Full job descriptions and qualifications can be found in the Appendix.

INTERPERSONAL SKILLS

IIST members must also exhibit certain interpersonal skills for the development of an effective team. USAL provides the time necessary to develop relationships among USAL staff, athletes, and coaches through regular IIST and full team meetings, as well as regular communication throughout each team's competition cycle. In general, IIST members must:

- Relate well to coaches and athletes.
- Work cooperatively with, and respect, other IIST practitioners.
- Meet required deadlines.
- Work towards team, rather than individual, goals.
- Understand and embrace the organizational/team/coach philosophy.
- Translate sophisticated technical data into practical and useful information.

Any decisions on matters related to roles and responsibilities as well as handling any IIST personnel issues are led by the High Performance department leadership.

Regarding medical related matters, the sports medicine physician for a given team has final decision-making authority and can use the USAL Sport Science & Safety Committee as a resource should a conflict of (medical) opinion arise.

WORKING TOGETHER AS A TEAM

A critical component of success of the IIST is the ability to work together as a cohesive team with other specialists, the coaching staff, and athletes. This requires trust between members, respectful but strong debate and discussion about the issues, “buy-in” and commitment to the program, accountability for actions, and an understanding that the success of the team is more important than the success of an individual.

Therefore, USAL defines three critical elements necessary for a productive and effective IIST:

| | |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Commitment | Members are committed to providing the best service to USAL athletes and teams throughout the term of their appointment. |
| Communication | Members communicate frequently with USAL personnel, the team and other IIST members. Members avoid making unilateral decisions without communicating with appropriate individuals. |
| Respect | Members show respect to the professionalism and expertise of other team members, the rights of the athlete as an individual, and the right of the athlete to confidentiality. |

IIST MANAGEMENT

Effective and efficient operation of the IIST relies upon a clear understanding about:

- The role and function of the IIST and its individual members.
- Scope of practice.
- The Code of Conduct (below).
- Maintaining HIPPA compliance.
- Expectations for communication and deliverables to athletes and coaches.
- The meeting management framework (below).

CODE OF CONDUCT

All members of the IIST must abide by the [USAL Code of Conduct](#) as well as the [USOPC Code of Conduct](#). It is also important to:

- Respect other professionals across our National Teams network.
- Adhere to their specific scope of professional practice and services.
- Maintain confidentiality with respect to athlete data within the legal and ethical parameters of the respective professional groups.

PROVIDER REQUIREMENTS

- Training & Certifications
 - On-Boarding
 - Background Check
 - Athlete Safety Education
 - Cultural Competency
 - Additional Requirements
 - CPR/AED Certification
 - Maryland Licensure through Board of Physicians (Athletic Trainers)
 - Implicit Bias Training
 - Standing orders for Athletic trainers (*pending*)
 - Professional liability/ malpractice insurance
 - Anti-Doping Education (through WADA)
 - Mental Health Emergency Management Training (*pending*)

COMPENSATION FOR IIST SERVICES

USA Lacrosse will pay for the reasonable cost of travel, meals, and lodging for IIST personnel when attending National Team events per current USAL reimbursement policy. As a professionally appointed service contractor and pending annual budget approval, the IIST personnel will receive an annual honorarium for the term of the agreement.

REMOVAL OF IIST PERSONNEL

IIST personnel of the USAL National Team may be removed as a member of the group for any of the following reasons, as determined by USAL.

- Voluntary withdrawal. National Team IIST personnel must submit a written letter to the USA Lacrosse VP, High Performance.
- Violation of USA Lacrosse's Code of Conduct.
- Inability to perform the duties required.
- No longer able to meet the required qualifications.
- Detrimental Actions. Actions of omissions that are determined by the VP, High Performance, to be significantly detrimental to the USA Lacrosse National Team.

IIST OPERATIONS

MEETINGS

IIST meetings are a recurring element of the high-performance program and are scheduled on a regular basis throughout the year. It is essential that meetings be efficient and focused on issues specific to the health, training, and/or performance of athletes and teams. This approach will enable the continuous monitoring of sport science/medicine related services as well as ensure consistent communication among all stakeholders.

Personnel may vary by meeting, but all meetings will follow a standard format that allows for discussion of specific athletes or squads within the respective National Team structure, including discussion of training camps; competition preparation strategies; recovery, regeneration, rehabilitation programs; and the integrations between sport sciences/medicine areas.

- **Onboarding Meeting:** All new IIST members will participate in an initial onboarding meeting led by the Head Liaison, Medical Support Services and supported by the VP, High Performance. This meeting will present operating principles, roles/responsibilities, Code of Conduct, communication strategies, and other elements essential to their role with the National Team Program. Onboarding will be held prior to the team's initial training camp and may include IIST providers from multiple National Team programs, if timing aligns.

- **Quarterly Meetings:** Quarterly IIST meetings will occur with all National Team providers. Generally, these meetings will include discussions on broader topics that apply to all National Teams, such as organizational policies and procedures, sport science and safety, EMR management, strength and conditioning, and other topics related to the National Team program. Topics related to an individual National Team or athlete will be reserved for team specific meetings throughout their cycle.
- **Team specific meetings:** Regular, team-specific meetings will be scheduled to align with that team's calendar. Specific types of meetings include:
 - Pre-event planning - preparation for camps/competitions that include Head Liaison, Medical Support Services; IIST personnel; coaches
 - In-event meetings - daily briefings between IIST personnel and coaches
 - Post-event debriefs - feedback from IIST to Head Liaison, Medical Support Services following each camp/competition
 - End of cycle debriefs - feedback from IIST to Head Liaison, Medical Support Services following the end of the competition cycle

MEDICAL EQUIPMENT & SUPPLIES

The Head Liaison, Medical Support Services will work closely with the IISTs to ensure the appropriate equipment, supplies, and medications are included in the National Team kits prior to all camps and competitions. USAL will maintain a regular inventory of supplies, with orders placed throughout the year as needed when stock levels run low. Most products will be sourced through Henry Schein Medical, or comparable medical supply company. Supply lists will be included in each bag. The designated medical personnel will be responsible for monitoring inventory during their events and initiating requests for supplies. The Head Liaison, Medical Services will ensure orders align with the appropriate budget. Requests for new or additional inventory should be submitted in writing to the Head Liaison, Medical Services. All orders will be tracked and deliveries confirmed upon receipt to maintain accountability and accurate records.

Supplies will be maintained at USA Lacrosse Headquarters, and available for all on-site events. Accommodation will be made to ensure all supplies are sent with medical personnel or shipped to all off-site National Team events.

COMMUNICATION

[Teamworks](#) is the data/communication platform for the High-Performance Department. All communication as well as document (non-medical) collection for all National Teams occurs through Teamworks. Each IIST member will receive their own personal login to Teamworks and be provided with several tutorials that provide an overview of the most commonly used functionality within the platform.

BIOMETRICS

[StatSports](#) is the GPS technology used to quantify the physical demands players experience during National Team camps and competitions. The Manager, Sport Science is responsible for the integration of the technology – however; select data can be shared with coaches; S&C coaches (training prescription/monitoring); and medical personnel (return to play).

MEDICAL DOCUMENTATION & RECORDS MGMT

ELECTRONIC MEDICAL RECORD PLATFORM

[AthleteMonitoring](#) is the HIPAA-compliant Electronic Medical Records (EMR) platform used by all National Teams. All encounters (i.e., injuries, notes, treatments, etc.) related to National Team athletes must be recorded on this platform. Additionally, any communication to an individual athlete regarding health/medical related issues must be documented within AthleteMonitoring. Each medical IIST member will receive their own personal login to AthleteMonitoring and will be provided with several tutorials that provide an overview of the most used functionality within the platform. Regular training on system use will occur throughout the year, typically during the quarterly IIST meetings, but additional training can be requested by IIST personnel at any time.

ATHLETE REQUIRED MEDICAL PAPERWORK

All National Team athletes will complete the following medical paperwork within the EMR system:

- Health History Questionnaire
- Insurance Information, accompanied by a copy of their insurance card
- Demographic Information
- HIPAA Form

They will also be asked to submit a Physical Exam annually. This paperwork will be reviewed by the Lead Liaison, Medical Services, to ensure compliance and completion, as well as the team specific medical personnel. Athletes will not be permitted to participate in team activities until all medical paperwork has been completed.

MEDICAL INSURANCE

All National Team athletes are required to carry primary medical insurance. In addition, USA Lacrosse provides secondary medical coverage through its membership program. The USAL Member insurance guide can be found [here](#). National Team athletes who sustain an injury during a USA Lacrosse National Team event will receive information and instructions from the Lead Liaison, Medical Services pertaining to [filing a claim](#).

APPENDICES

1. Selection process for IIST personnel
2. Job Descriptions
 - a. Sports Medicine Physician
 - b. Certified Athletic Trainer
 - c. Strength & Conditioning Coach
 - d. Other providers:
 - i. Physical Therapist (*pending*)
 - ii. Mental Health Professional (*pending*)
3. Standing Orders for Athletic Trainers (*pending*)
4. Professional liability/malpractice insurance guidelines (*pending*)
5. National Team Travel & Reimbursement Policy
6. Medical Equipment & Supplies
7. Healthcare Team Communication Policy (*pending*)
8. Medical Documentation Policy (*pending*)
 - a. HHQ
 - b. Demographics Information
 - c. Insurance Form
 - d. HIPAA Form
 - e. Physical Exam Form
9. National Team Insurance Policy
10. Additional Policies
 - a. Emergency Action Plan
 - i. Condition Specific Recognition & Emergency Management
 - ii. Environmental Guidelines
 - iii. Mental Health Emergency Action Plan
 - b. Return to Play and Medical Disqualification (*pending*)
 - c. Athlete Abuse Prevention
 - d. Medical Care Delivery for Minors
 - e. Concussion Management
 - f. Needling & Injections (*pending*)
 - g. Medication Guidelines
 - h. Nutritional/ Dietary Supplements
 - i. Major Illness or Injury (*pending*)