



# Better Together

Uniting in Action to  
Advance Our Profession

**AAOS**

AMERICAN ACADEMY OF  
ORTHOPAEDIC SURGEONS

AMERICAN ASSOCIATION OF  
ORTHOPAEDIC SURGEONS

2022 Annual Report

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Member-At-Large  
Stamford, CT

## Executive Leadership Team

**Thomas E. Arend Jr., Esq., CAE**, Chief Executive Officer

**Dino Damalas, MBA**, Chief Operating Officer

**Laura Abrahams**, Chief Human Resources Officer

**Nathan Glusenkamp, MA**, Chief Quality and Registries Officer

**Anna Salt Troise, MBA**, Chief Commercial Officer

# Better Together

**O**ver the last three years, the world faced unprecedented challenges that impacted our members and our patients. Working together, AAOS leadership, volunteers, members, and staff increased our efforts to listen to one another's diverse perspectives, advocate for issues that affect our profession, and pave the way for our future.

Thanks to an overwhelming response to the AAOS Member Value and Satisfaction Survey, members told us what was on their minds. As a result of this feedback, AAOS is taking action to develop new programs to meet members where they need us across education, practice management and advocacy. We also launched a new AAOS membership mobile app that gives members easy access to learning tools, membership benefits and direct chat with colleagues, all from their smartphones. Membership opportunities expanded when the AAOS Board of Directors approved the creation of new membership categories for affiliates, international emeriti, orthopaedic team members, and medical students.

The 2022 Annual Meeting exceeded expectations as we safely reunited more than 15,000 attendees in Chicago to experience new additions like the OrthoDome, Happy Hour networking in the exhibit hall, and preview advanced technological solutions from industry partners.

The new Resident Orthopaedic Core Knowledge (ROCK) program completed its pilot and is now rolling out to residency programs and residents. "Education Now," a new, recurring column in AAOS Now, is focused on educational resources on new, not-to-miss educational topics. AAOS courses and webinars experienced increased attendance, including a record-breaking number of attendees at the February Sports Medicine course.

Leadership also committed to championing diversity, equity, and inclusion by investing

\$300,000 in the "AAOS Inspiring Diversity, Equity and Access (IDEA) Grant Program." This four-track grant program is designed to encourage more women and minorities to choose orthopaedics as a profession and to support educational, community service, and outreach projects.

The AAOS Advocacy Team worked tirelessly on major initiatives including mitigating 2022 Medicare pay cuts to specialty care, supporting prior authorization reform legislation, protecting physicians' mental health, lifting regulatory barriers to device access, and electing members to Congress who will advocate for the orthopaedic profession. Members across the country sprang into action during the second annual Orthopaedic Advocacy Week, amplifying our voice to policy makers and legislators and raising nearly \$270,000 for the AAOS Political Action Committee (OrthoPAC).

AAOS hosted the second annual Biologics Symposium, "The Next Generation of Biologics: Use of Real-World Evidence." The American Joint Replacement Registry (AJRR) reached 3 million submitted hip and knee replacement procedures and celebrated 10 years of data in the Registry. The AAOS Fracture and Trauma Registry (FTR), in partnership with the Orthopaedic Trauma Association (OTA) opened enrollment, capturing national data on Ankle, Hip, Distal Femur, Distal Radius, and Proximal Humerus fractures. The AAOS Member Advantage Program added four new participants that offer member discounts on services integral to practice management.

After a year of steady progress, achievements, and new initiatives, we thank you for your trust and commitment to the Academy, to your profession, and to each other. **We are truly better together.**



Felix H. Savoie III, MD, FAOS  
AAOS President

A handwritten signature in blue ink that reads "F. H. Savoie MD".



Thomas E. Arend, Jr., Esq., CAE  
AAOS Chief Executive Officer

A handwritten signature in blue ink that reads "Tom E. Arend, Jr.".

Attendees practice their techniques and learn from one another at the Bioskills Lab at the 2022 Annual Meeting.



## About AAOS

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### **The American Academy of Orthopaedic Surgeons**

Founded in 1933, the American Academy of Orthopaedic Surgeons (AAOS) is the preeminent provider of musculoskeletal education to orthopaedic surgeons and others in the world. Its continuing medical education (CME) activities include a world-renowned annual meeting, multiple CME courses held around the country and at the OLC Education and Conference Center, and various medical and scientific publications and electronic media materials.

### **The American Association of Orthopaedic Surgeons**

Founded by the Academy Board of Directors in 1997, the Association engages in health policy and advocacy activities on behalf of musculoskeletal patients and the profession of orthopaedic surgery. The OrthoPAC is the only national political action committee in Washington, D.C., representing orthopaedic surgeons before Congress.

### **Overview**

With more than 39,000 members, the AAOS is the world's largest medical association of musculoskeletal specialists. The AAOS provides educational programs for orthopaedic surgeons and allied health professionals, champions and advances the highest quality musculoskeletal care for patients, and is the authoritative source of information on bone and joint conditions, treatments, and related issues.

### **AAOS Mission**

Serving our profession to provide the highest quality musculoskeletal care.

### **AAOS Vision**

The trusted leaders in advancing musculoskeletal health.

### **AAOS Core Values**

Leading to Serve. Shaping the Future.  
Excellence Together.

# 2022 At-A-Glance

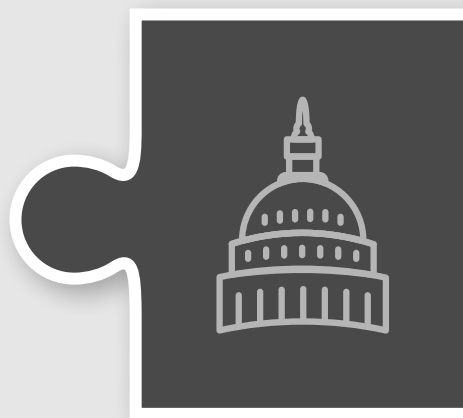


## Membership

**6,400 responses** to the AAOS Member Value and Satisfaction Survey (MVAS)

**2,000+ downloads** of the new AAOS Membership App

**4 new membership categories** approved to expand opportunities



## Advocacy

**\$3.4 million** raised by the OrthoPAC during the 2022 election cycle

**100% win rate** in the Senate and **96% win rate** in the House of Representatives for candidates supporting orthopaedic issues

**788 letters written** to policymakers during Orthopaedic Advocacy Week

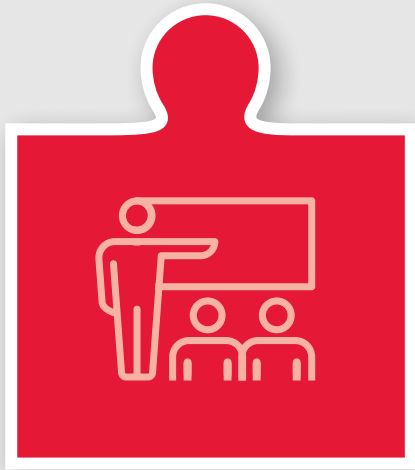


## Education

**15,000+ attendees** at the AAOS 2022 Annual Meeting

**207,934 CME\*\*\*\* credits** awarded by learn.aaos.org

**136% increase** in downloads of JAAOS Unplugged® Podcast since 2021



## Leadership

**\$300,000 awarded** to 20 recipients to further IDEA\* Grant Program initiatives

**6.3% increase** in URMs\*\* and **27.5% increase** in females serving on the AAOS Board of Directors

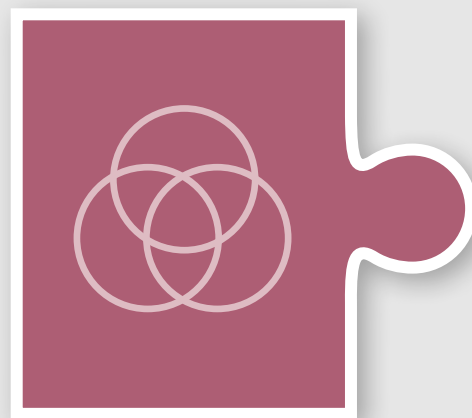
**140 members** completed Level 1 of ALI\*\*\*

## Quality

**3.3 million** total procedures submitted to the AAOS Registry Program

**90 registrants** for the second annual Biologics Symposium

**10% increase** in proposals accepted by the Registries Analytics Institute (RAI) since 2021



## Strategy

**3 workplace awards** garnered by AAOS staff

**89.3%** of 2022 Strategic Plan goals achieved

**17 initiatives** and **41 milestones** planned for 2023



\* Inspiring Diversity, Equity and Access

\*\* Underrepresented Minorities

\*\*\* AAOS Leadership Institute

\*\*\*\* Continuing Medical Education

# Financial Performance

## 2022 Financial Position (dollars in thousands)

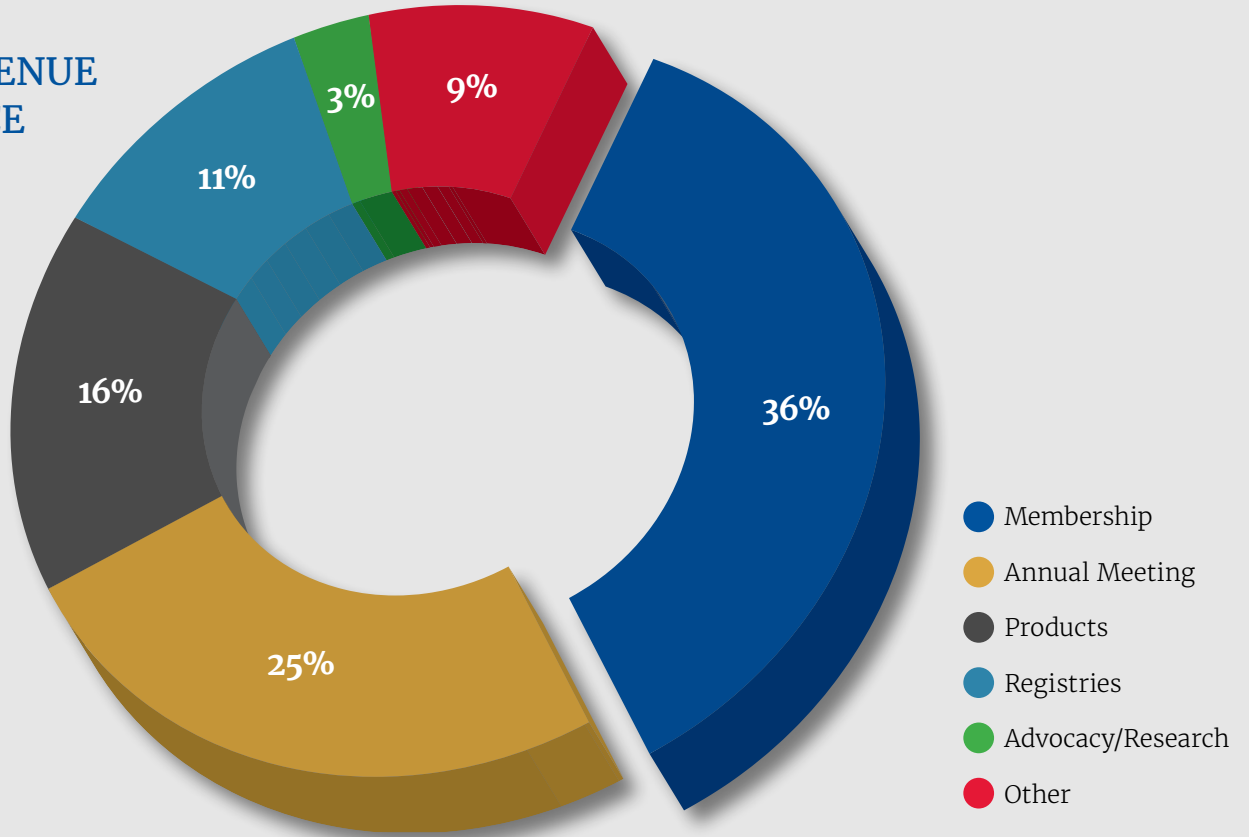
		December 2022	December 2021
<b>Assets</b>	Cash and cash equivalents	42,129	37,758
	Accounts receivable	5,899	8,120
	Investments	117,430	136,786
	Property and equipment	11,686	10,526
	Other assets	27,534	4,316
	<b>TOTAL</b>	<b>204,678</b>	<b>197,506</b>
<b>Liabilities</b>	Accounts payable and accrued expenses	32,637	10,088
	Deferred revenue	24,527	20,781
	<b>TOTAL</b>	<b>57,164</b>	<b>30,869</b>
	Unrestricted	145,144	164,212
<b>Net assets</b>	Temporarily restricted	2,370	2,425
	<b>TOTAL</b>	<b>147,514</b>	<b>166,637</b>

## 2022 Financial Position (dollars in thousands)

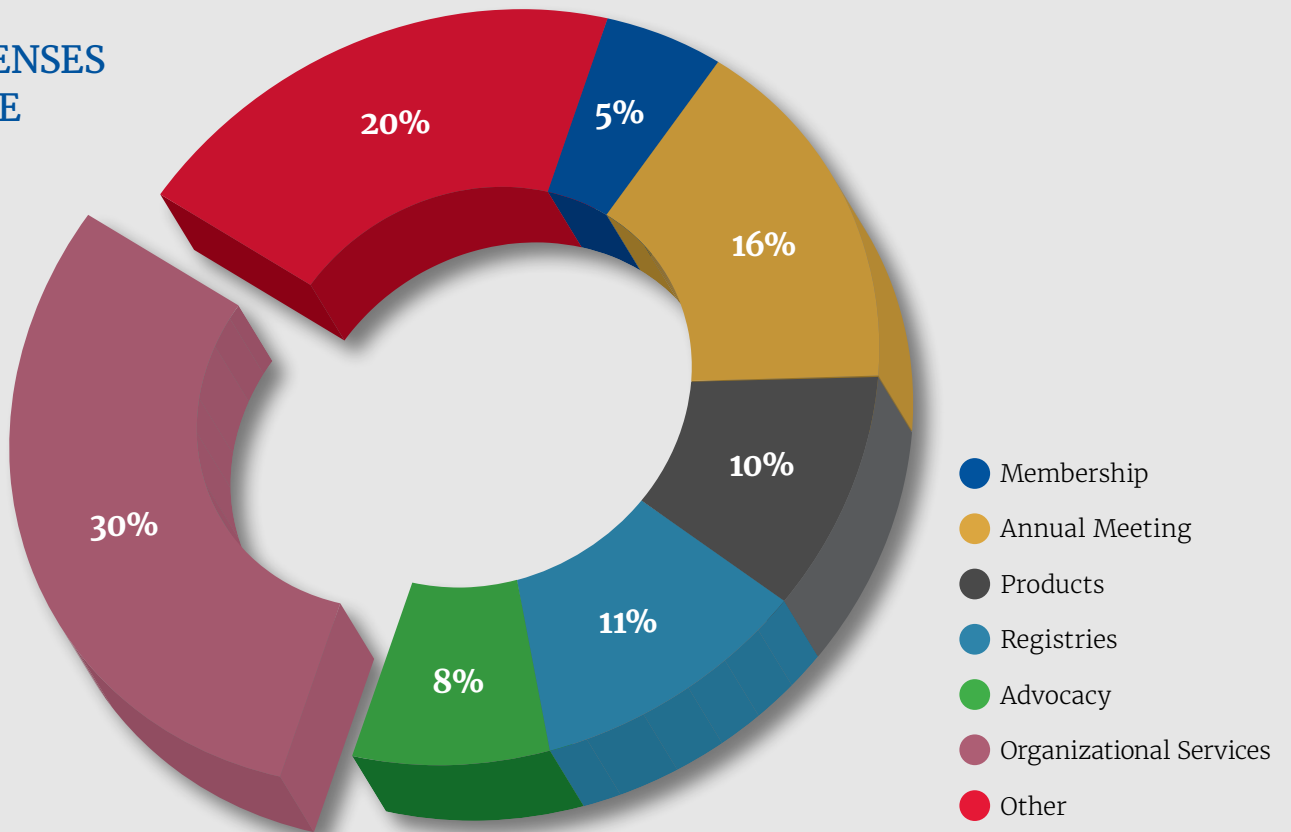
	December 2022	December 2021
<b>Revenues</b>	61,734	60,486
<b>Expenses</b>	59,828	55,477
<b>Net income from operations</b>	1,906	5,009
<b>Investments</b>	(20,854)	11,910
<b>Investments in OPLLC</b>	1,491	708
<b>Investments in projects (from reserves)</b>	(1,612)	(1,410)
<b>Change in net assets</b>	<b>(19,069)</b>	<b>16,217</b>



2022 REVENUE  
BY SOURCE



2022 EXPENSES  
BY SOURCE



Surgeons continually add to their education and experience by participating in courses like the Trauma Skills Course, held in the OLC Education and Conference Center.



# Advancing Education

AAOS is committed to life-long professional development and education, supporting members at every stage of their careers. AAOS strives to elevate the orthopaedic experience by bringing best-in-class learning opportunities.



## Standardizing Residency Education with ROCK

After successfully completing the pilot program in February, the Resident Orthopaedic Core Knowledge Program (ROCK) launched as a staggered release throughout 2022. With a mission to provide a core foundational knowledge to standardize residency education, ROCK features hundreds of videos, chapters, and practice exam questions, and is designed to prepare residents for the American Board of Orthopaedic Surgery's board certification exam.

All U.S.-based programs accredited by the Accreditation Council for Graduate Medical Education (ACGME), and their residents have been automatically enrolled in a complimentary trial period that runs through June 2023.



## AAOS Annual Meeting

The AAOS 2022 Annual Meeting in Chicago attracted more than 15,000 attendees. Faculty members presented topics and instructional coursework in each orthopaedic specialty area, highlighting cutting-edge topics of interest to professionals at every stage of their career.

Attendees were able to network with peers and partake in new educational formats such as OrthoDome, a 3D/4K video experience that drew standing-room-only crowds. The inaugural Dominik C. Meyer Award was presented to Professor Reinhold Ganz, MD, for his disruptive advancements and innovations in hip surgery.

Networking opportunities like the New Member Luncheon, Resident Bowl, PrideOrtho Luncheon, and the International Members Lounge helped forge meaningful networking interactions among attendees.

The latest and greatest in orthopaedic techniques and devices were on display in the exhibit hall, which spanned more than 200,000 square feet and was recognized as one of the top 100 trade shows by Trade Show Magazine. New in 2022 was Happy Hour in the Hall.

The well-attended event offered meeting attendees a chance to interact with exhibitors and discuss the innovations presented.



## 2022 ANNUAL MEETING BY THE NUMBERS



-  15.4K attendees
-  208K square feet of exhibit space
-  18 symposia
-  215 instructional course lectures (ICLs)
-  737 papers and 1K posters

### Other Courses and Events

**AAOS offers learners an array of courses and webinars** to continue their professional development, network with others, and experience the latest technologies, techniques, and practice improvements. AAOS CME courses educated over 1,700 registrants in 2022 and also:



- Welcomed a record 277 attendees at the February AAOS/AANA/AOSSM Sports Medicine course.
- Introduced the Premium Lab Table option for select hands-on surgical skills courses, offering a 1:1 personalized lab experience.
- Saw a record 133 participants in the AAOS Part II Board Exam Preparation and Review virtual course.
- Hosted the first one-day CME virtual course focused on value-based healthcare.
- Drew more than 120 attendees to the “Daily Dilemmas in Trauma” virtual class.
- Refreshed the Fundamentals of Hip and Knee Arthroplasty course, offering two targeted courses with tailored programs for early-stage career surgeons.
- Marked a return to in-person experiences for our Orthopaedic Educators course and Workers’ Compensation courses after two years of virtual delivery.

### OLC Education & Conference Center

**The OLC Education & Conference Center, an accredited Global Biorisk Advisory Council (GBAC) STAR™ Facility, continues to expand its groundbreaking function** as a versatile bioskills lab and meeting space that connects medical professionals worldwide, both virtually and in-person. In addition to receiving the 2022 Health &

Wellness Design Award for marketing materials, the center was involved in the following achievements:

- The Society of Critical Care Medicine chose the OLC to host ultrasound training with 28 stations and live models.
- The Society of Vascular Surgeons hosted its inaugural bioskills lab and renewed the event for 2023.
- The Big Ten Conference held its Spring Sports Medicine Symposium and will return in 2023.
- Ongoing partnerships with American Orthopaedic Society for Sports Medicine (AOSSM) and the Arthroscopy Association of North America (AANA) featuring orthopaedics courses as well as serving as a meeting host for critical care, vascular surgery, other medical disciplines and more.

In its second year of service, the OLC Mobile Lab, a 1,100 square-foot mobile edition of the OLC bioskills training lab, brings the functionality of the OLC to new spaces and audiences, offering opportunities for clinicians to develop their surgical skills. The OLC Mobile lab returned to AOSSM’s Annual Meeting as part of its 50th anniversary celebration in Colorado Springs, CO.

### Content Innovation Lab

**Innovation is key to improving patient outcomes**, and plans are underway to introduce a new Content Innovation Lab that will identify and test new product types, support earlier audience engagement, enable more iterations and less perfection in the development process, and allow for a faster time-to-market for products and solutions.

A concept first framed in the 2022 Education Council Workshop, the new Content Innovation Lab will adopt design principles, technology, and collaborative iteration to refine concepts and ideas into viable prototypes that can be rapidly deployed to AAOS members and partners.

## Orthopaedic Video Theater (OVT)

This year, nearly 6,000 CME credits were awarded through OVT, and special training events brought the resources of OVT to nearly 2,000 orthopaedic surgeons around the world. Events in Myanmar, Cambodia, Sri Lanka, Senegal, Ghana, Cameroon, Zambia, Kenya, Tanzania, and Uganda brought a wealth of online demonstration videos to their international peers.

## Exams and Online Learning

The Orthopaedic In-Training Examination® (OITE®) was successfully administered to more than 4,960 residents worldwide in November. The examination linking study between the AAOS OITE and the American Board of Orthopaedic Surgery (ABOS) Part I continues to demonstrate the benefits of a strong partnership between the organizations.

Products on the learning management system (LMS) continue to be accessed by members every day. Surgical Insights provides a timely update on important topics that goes beyond the standard lecture, and the “Cases Solved!” pairs relevant JAAOS articles with 70 unique cases to test the diagnostic, therapeutic, and treatment skills of members.



## The Growing Publications Portfolio

Recognized as the gold standard for orthopaedic news, research, and education, AAOS publications continue to innovate by connecting content streams through a variety of communication channels and touchpoints to maximize reach. Highlights include:

- The Journal of the American Academy of Orthopaedic Surgeons (JAAOS®), the premiere resource for orthopaedic research and reviews, garnered more than 1.1 million hits, a 3% increase over the previous year.
- The @OfficialJAAOS Twitter channel wrapped up its first year with over three thousand new followers, 189 percent of the goal set at launch in July 2021.
- The monthly podcast, JAAOS Unplugged®, continued its growth, with 112,553 downloads for the year, a 136 percent increase from 2021. The JAAOS Journal Club podcast produced six episodes in 2022 and reached more than 10,000 downloads.
- In partnership with Wolters Kluwer, AAOS published two new books:
  - “OKU® Trauma 6,” edited by William M. Ricci MD, FAAOS, and Samir Mehta MD, FAAOS
  - “Instructional Course Lectures: Volume 71,” edited by Eric J. Strauss MD, FAAOS, and Brian J. Galinat, MD, MBA, FAAOS

## A Look Toward the Future

In December 2022, the AAOS Board of Directors approved a refreshed five-year strategy for education. Within this enhanced plan is a focus on additional channels and opportunities to improve its educational delivery. One priority is the Education Council’s AR/VR Taskforce, which is working to identify ways that AAOS can leverage the power of virtual reality in orthopaedic instruction in ways that are meaningful and relevant to our members. The taskforce’s work will continue through 2023.

### 2022 LEARNING MANAGEMENT SYSTEM (LMS) USAGE



17,996

Unique Users



450,507

Total Sessions



207,934

CME Claimed

AAOS members gathered in Washington, D.C., to advocate on behalf of orthopaedic patients and the profession at the Combined NOLC/Fall Meeting.



# Advocacy through Action

With participation from AAOS members during the AAOS Combined National Orthopaedic Leadership Conference/Fall Meeting and the second annual Orthopaedic Advocacy Week, the advocacy team educated and influenced policymakers on orthopaedic priorities.

## Reforming Prior Authorization

**Following years of work to streamline the prior authorization process**, the U.S. House of Representatives passed the Improving Seniors' Timely Access to Care Act (H.R. 3173). The legislation seeks to reduce the hassle of prior authorization approvals for patients within the Medicare Advantage program by creating an electronic process and ensuring review by qualified medical personnel. Another piece of legislation aimed at curbing the overutilization of prior authorization requirements is the Getting Over Lengthy Delays in Care as Required by Doctors (GOLD CARD) Act of 2022 (H.R. 7995). The bill exempts physicians from Medicare Advantage prior authorization requirements under certain circumstances. In December, the Centers for Medicare & Medicaid Services (CMS) also proposed changes designed to streamline the prior authorization process for Medicare Advantage, Medicaid, and CHIP plans, which AAOS is in the process of formally commenting on.

## Safety from Workplace Violence

**In the wake of an increase in workplace violence — including in the healthcare setting —** AAOS actively supported passage of the Safety from Violence for Healthcare Employees (SAVE) Act (H.R. 7961). SAVE would establish legal penalties for assaulting or intimidating hospital employees or those contracted by a hospital. The penalties are modeled after current protections for aircraft and airport workers. These enhanced penalties are intended to deter an uptick in violence and threats against healthcare workers that is seen across the country.

## Supporting Physician Mental Health

**Thanks to the support and outreach of AAOS members to their representatives in Congress**, the Dr. Lorna Breen Health Care Provider Protection Act was signed into law in 2022. The new law is designed to bolster the mental health infrastructure via grants for training healthcare professionals, a national education and awareness initiative for mental and behavioral health treatments, employee education programs and peer-support programming. It also authorizes funds for a comprehensive study on mental health and burnout of doctors and other health professionals.

## Mitigating Medicare Pay Cuts

**Orthopaedic surgeons and the larger physician community are continuously facing annual decreases in Medicare reimbursement.** The AAOS Advocacy team once again fended off pay cuts scheduled for 2022 and 2023. While Congress stopped short of preventing the full 4.5% reduction to 2023 Medicare Physician Fee Schedule payments, AAOS remained steadfast in working to address the systemic issues plaguing the Medicare payment system. It will continue to advocate for more sustainable, permanent reforms to protect patient access to specialty care.



*AAOS urged Congress to mitigate impending pay cuts to Medicare reimbursement through several channels, including social media and letters to representatives.*



*Members stand in front of the U.S. Capitol after successful meetings with Congress in which they discussed prior authorization, payment reform, workplace safety, and scope of practice.*

## Ensuring Physician-Led Care Teams

**The AAOS strongly supported physician-led, team-based care.** AAOS actively opposed the Improving Access to Workers' Compensation for Injured Federal Workers Act (H.R. 6087). This legislation would have inappropriately permitted nurse practitioners and physician assistants to diagnose, prescribe, treat, and certify an injury.

## Peer-Reviewed Orthopaedic Research Program

**\$30 million in funding was secured through the 2023 Defense Budget** for Peer-Reviewed Orthopaedic Research Program (PRORP) funding. This program was initiated in 2009 to provide support for research of exceptional scientific merit focused on optimizing recovery and restoration of function for military personnel with orthopaedic injuries sustained in combat or combat-related duties. The PRORP strives to address the most significant research gaps, and it is expected that any research findings would also provide benefit to the general population.

## Electing Members to Congress

**The Orthopaedic Political Action Committee (OrthoPAC) was successful** in getting 96 percent of House candidates and 100 percent of Senate candidates it supported elected to the 118th Congress. These members will champion orthopaedic issues and support musculoskeletal health.

## Working with Agencies on Regulatory Changes

Several actions taken with regard to policy changes include:

- Removing the add-on code for anterior lumbar interbody fusion from the Medicare Inpatient-Only List.
- Meeting with representatives from the Centers for Medicare & Medicaid Services (CMS) Office of Enterprise Data and Analytics to expedite the Medicare claims data acquisition process for AAOS registries.
- Submitting a white paper to the CMS Center for Medicare and Medicaid Innovation (CMMI) for integrating specialty care into the Accountable Care Organization (ACO) model through condition-based bundles.
- Rescinding the procedure-to-procedure edits for two shoulder arthroscopy code pairs, which will no longer require a modifier when appropriately billed.
- Extending the Bundled Payments for Care Improvement Advanced (BPCI-A) alternative payment model through 2025.
- Finalizing the adoption of Hospital-Level, Risk Standardized Patient-Reported Outcomes Performance Measure (PRO-PM) Following Elective Primary Total Hip Arthroplasty (THA) and/or Total Knee Arthroplasty (TKA) (NQF #3559).
- Creating a reimbursement pathway for optimization of patients before elective TKA/THA.





## ORTHOPAEDIC ADVOCACY WEEK BY THE NUMBERS



301

Registered Surgeon  
Advocates



788

Letters to  
Policymakers



134

Regulatory  
Sign-ons



\$113,000

Raised by OrthoPAC



134

Charities given to  
through Match Program

## Demonstrated the economic impact of orthopaedic surgeons across America



411,465

Jobs



\$74  
billion

Economic Activity Generated



\$36  
billion

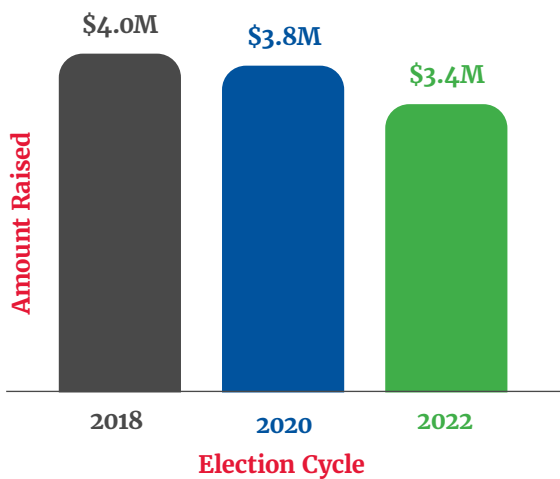
Wages and Benefits  
Supported



## The Orthopaedic PAC

The AAOS Orthopaedic PAC (OrthoPAC) provides one of the clearest opportunities for AAOS to shape the future of musculoskeletal care for members, patients, and the orthopaedic profession. OrthoPAC supports AAOS advocacy efforts guided by the Unified Advocacy Agenda (UAA) that the AAOS Advocacy Council defines each year. Despite a challenging election cycle marked by political conflict, OrthoPAC remained the second largest PAC in the physician community and raised over \$3.4 million.

### ORTHOPAC MAINTAINS A HIGH-PERFORMING ELECTION CYCLE DESPITE CHALLENGES



Following the political challenges at the beginning of 2021, OrthoPAC paused all activity during the first quarter to reassess and revise its criteria for political contributions. The OrthoPAC also took a pause to revamp its presence on the AAOS website and highlight its contributions to candidates, donors, and members of the OrthoPAC Executive Committee to enhance its transparency.

The Orthopaedic PAC carefully considers many factors before contributing to federal candidates and legislators. The OrthoPAC Executive Committee is guided by a specific document, edited each election cycle, that outlines criteria for making political contributions. These criteria are listed below:

OrthoPAC makes political contributions to candidates based on their character, integrity, and respect for human dignity as supported in the AAOS Code of Ethics and Core Values of Leading to Serve, Shaping the Future, and Excellence Together.

1. Views on issues of importance to the care of musculoskeletal patients and the maintenance and betterment of the profession of orthopaedic surgeons
2. Positive input from the AAOS OrthoPAC members and stakeholders (Board of Councilors [BOC], Board of Specialty Societies [BOS], State Societies, Capitol Club Members, and Advisor's Circle) in the specific district of state
3. Position on a committee with jurisdiction over policy issues important to the care of musculoskeletal patients and betterment of the profession of orthopaedic surgeons.
4. Member in elected leadership position
5. History of working well with the AAOS Office of Government Relations (OGR) staff and sponsoring or cosponsoring legislation deemed important to AAOS
6. Fellow orthopaedic surgeon or physician running for office
7. Electability to the specified office

In addition to the established criteria, the OrthoPAC Executive Committee reviews open seats and challenger races. The insights and viewpoints of our contributors are always welcome and play a vital role in the decision to support a candidate or officeholder.

THANK YOU TO THE  
2022 ADVISOR'S CIRCLE MEMBERS

**The Orthopaedic  
Advisor's Circle:  
The AAOS' Premier  
Corporate Donor  
Program**

The Orthopaedic PAC Advisor's Circle is a corporate donor program designed to provide group practices and specialty societies of AAOS members with a leadership role within the OrthoPAC. Membership in the Advisor's Circle maximizes political and legislative opportunities for each group on a personalized basis. In 2022, Advisor's Circle members attended over 40 in-district events and 20 retreats attended by members of Congress, national party committees, and state governors associations, helping to increase AAOS's political footprint across the country.

\$75,000

Rothman Orthopaedic Institute  
American Association of Hip and Knee Surgeons

\$50,000

OrthoVirginia  
Premier Orthopaedics  
Resurgens Orthopaedics  
Tennessee Orthopaedic Alliance  
Tennessee Orthopaedic Clinics  
Middle Tennessee Bone and Joint

\$25,000

American Shoulder and Elbow Surgeons  
American Society for Surgery of the Hand  
Atlantic Orthopaedic Specialists  
Campbell Clinic  
EmergeOrtho

\$10,000

American Osteopathic Academy of Orthopedics  
Anderson Orthopedics  
Arthroscopy Association of North America  
Delaware Orthopaedic Specialists  
First State Orthopaedics  
Fondren Orthopedic Group  
Midlands Orthopaedics  
New Mexico Orthopaedic Associates  
OrthoAtlanta  
OrthoSC  
Peachtree Orthopedics  
The Bone and Joint Center

Members gather to share their experience and advice with orthopaedic residents during the Speed Mentoring for Residents event.



# Uniting in Membership

AAOS member value continued to increase in 2022 as total membership increased to more than 39,000 orthopaedic professionals.

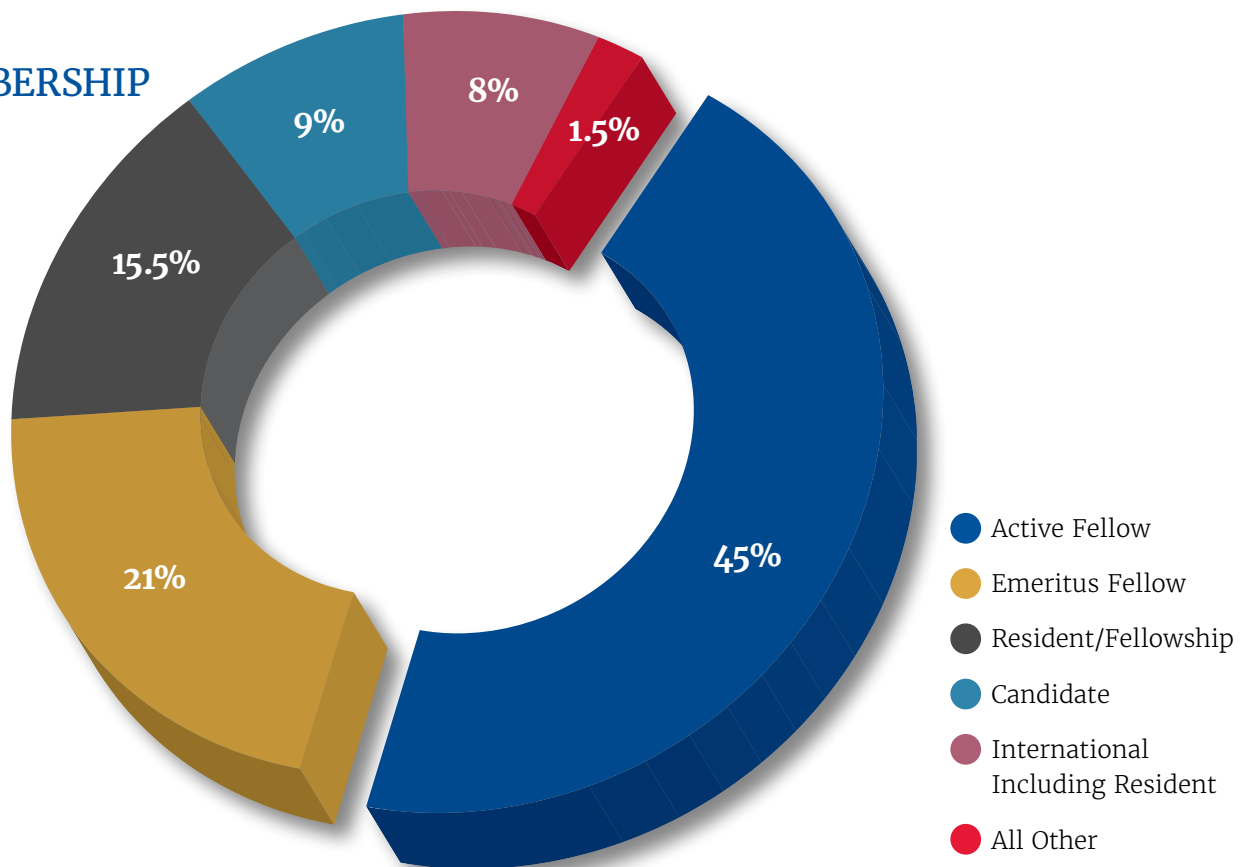
**In an effort to increase member retention,** the AAOS Board of Directors approved a plan to consolidate membership categories, streamline the application process, and extend AAOS membership to medical students, affiliates, international emeriti, and orthopaedic team members, which will begin accepting applications in 2024. These actions will ensure that AAOS remains relevant and ready to serve the changing needs of current and future member groups and the larger musculoskeletal community. Membership retention efforts in 2022 outperformed the target goals by 4 percent.

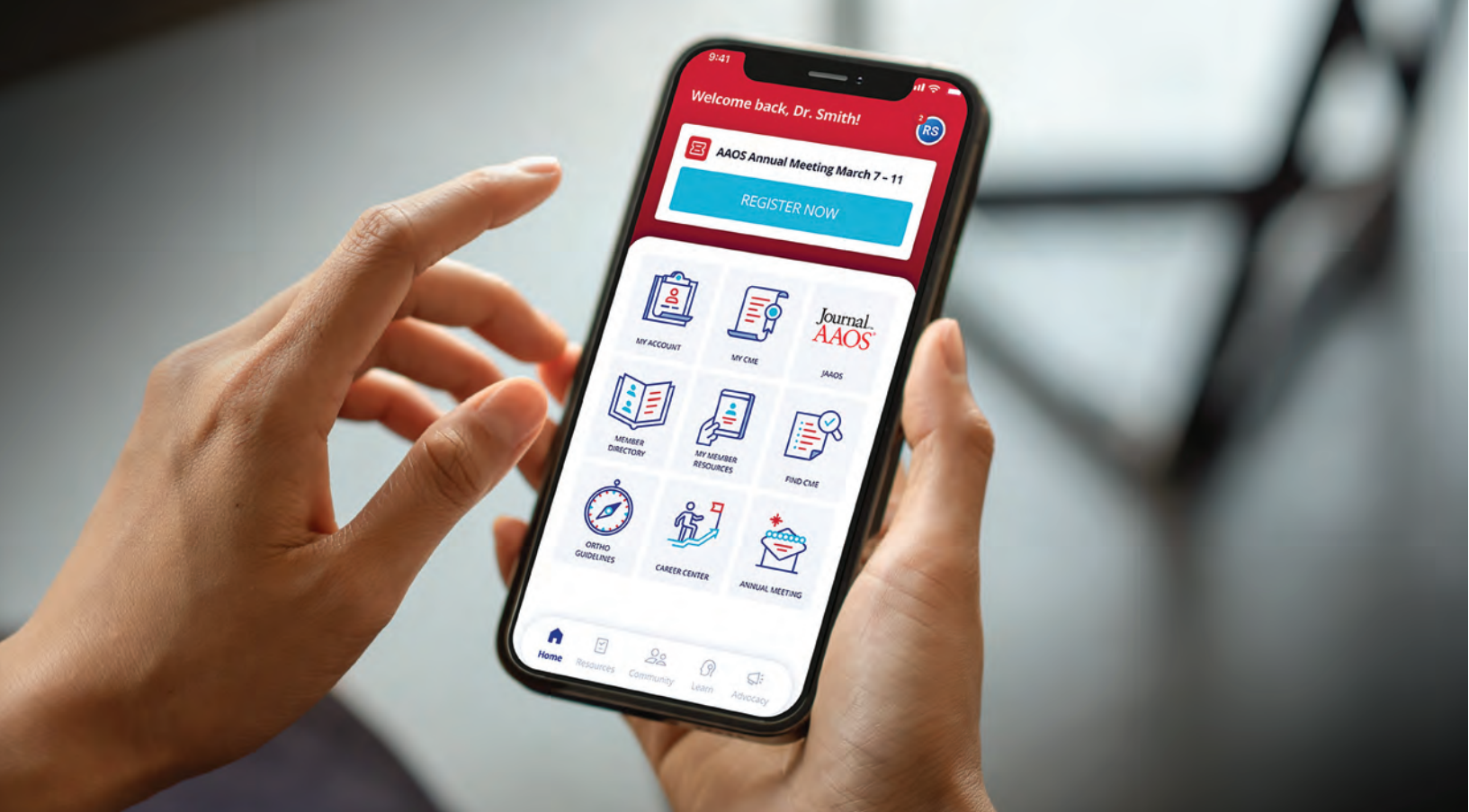
AAOS members receive up to **10x the value** in benefits and services for the price of annual dues.

## International Membership

The AAOS International Committee hosted 11 programs spanning 7 countries, contributing to increased retention of international members by 8 percent since 2021.

## 2022 MEMBERSHIP BY TYPE





## AAOS Launches New Mobile App

**Launched in October, the new AAOS Membership App helps members** quickly access learning tools, manage their membership and connect with colleagues. With more than 2,000 downloads in its first two months, the app has exceeded its goal for downloads by 30 percent.

Members can access AAOS information, benefits, and services such as profile updates, dues payments, and member-to-member direct messaging. It's available in both the Apple App Store and Google Play.



Android



iOS



## “We Heard You” Member Survey Action

**In response to the overwhelming results of the 2021 Member Value and Satisfaction Survey (MVAS), AAOS set plans in motion to address the areas members value most — education, practice management, and advocacy — and provide real-time updates on progress through [AAOS.org/weheardyou](https://www.aaos.org/weheardyou).**

## Modernizing Member Communication

**AAOS conducted a multiphased, 360-degree review of its communication practices** to improve efficiency and personalization.

This review included member surveys, peer benchmarking, staff and leadership interviews, user focus groups and a full communications audit. Findings indicated consistent progress with room for improvement. The communications audit identified actionable areas for follow up. This digital communication strategy includes new technological enhancements for members to customize the information they want to receive as well as the frequency and format.

## Members Unite across Social Media

AAOS increased its focus on social media to deliver more entertaining, educational, and interactive content. New campaigns such as #OrthoBlink, which asked followers to guess the procedure from sped-up video clips, and user-generated content submission contests, helped to engage members in the social media experience and encouraged higher participation from followers. This shift resulted in a marked increase in AAOS social media metrics.

The AAOS Social Media Ambassadors further promoted programs and amplified campaigns as brand representatives and content creators. Community outreach videos created by the Ambassadors on topics surrounding diversity, equity, and inclusion, advice for residency, Match Day, and tips for taking the Orthopaedic In-Training Examination (OITE) resulted in particularly impressive metrics generating over 9,000 likes, 88% more than the average for videos posted on comparable dates and times.



Kelechi Okoroha, MD, shares his advice for succeeding on the OITE in a social media video compilation.

### TOP AAOS NOW ARTICLES VIEWED IN 2022

“What is the Bonferroni Correction?”

13.5K

“How to Avoid Common Mistakes When Coding Hand Procedures”

13.9K

“Sex-Related Side Effects of Corticosteroid Injections”

21K

## AAOS SOCIAL MEDIA PERFORMANCE IN 2022



13,000  
New Followers



300,000+  
Engagements



23.5 million+  
Impressions





Felix H. "Buddy" Savoie III, MD, FAAOS, gives his presidential address at the 2022 Your Academy ceremony.



# Leadership in Action

Strong leadership is critical in a challenging and changing environment. With a steady hand and laser focus on business objectives, the AAOS leadership remained committed to creating opportunities that further expand leadership from within to ensure that we are building the next generation of leaders for the profession.

*“Now more than ever, I am proud to be part of the AAOS. With vision and perseverance, I look forward to creating a bright future for our members — and our patients. Together, we will address the inequities within our specialty and continue to pave the way for the future of musculoskeletal healthcare.”*

– Felix H. “Buddy” Savoie III, MD, FAAOS  
AAOS 2022–2023 President



ALI participants congregate at the 2022 Annual Meeting ALI reception.

## AAOS Leadership Institute

**Robust volunteer development helps maintain clear, purposeful direction for the orthopaedic profession.**

By cultivating and supporting new leaders, the AAOS Leadership Institute (ALI) program ensures that volunteers are trained, mentored, and supported to become part of the future leadership of AAOS.

Since the launch of ALI in 2020, nearly 140 members have completed Level 1, and more than 75 members have completed or are completing Level 2. By March 2023, 40 participants will have completed Level 3, and 15 participants will have completed Level 4.



## Diversity, Equity, and Inclusion (DEI)

AAOS continued to make progress toward goals for diversity, equity, and inclusion as established in the AAOS Strategic Plan, with an enhanced commitment to transparency and reporting. The AAOS Diversity Advisory Board (DAB) worked to execute a variety of new initiatives focused on leader recruitment, selection, retention, and culture.



### RECRUITMENT

The AAOS leadership and members of organizations such as the Ruth Jackson Orthopaedic Society (RJOS), the J. Robert Gladden Orthopaedic Society (JRGOS), American Association of Latino Orthopaedic Surgeons (AALOS) and the Society of Military Orthopaedic Surgeons (SOMOS) identified opportunities to collaborate. Each of these organizations focused outreach on underrepresented minorities (URMs) to help educate their colleagues about existing AAOS affiliate societies and benefits to membership. Members of underrepresented groups were encouraged to apply for AAOS volunteer positions through the AAOS Committee Appointment Program (CAP) process.



### SELECTION

To increase transparency and accountability, AAOS published its annual governance diversity report to monitor its progress on increasing diversity among the AAOS volunteer structure. In 2022, AAOS posted an increase in the percentage of females (27.5%) and URMs (6.3%) holding positions on the AAOS Board of Directors, as well as an increase in the number of URMs holding leadership positions on AAOS councils and committees by 35.7%. The overall percentage of female and URMs serving on AAOS councils and committees also increased.



### RETENTION

The (DAB) reviewed and updated diversity content opportunities in the curriculum of the AAOS Leadership Institute (ALI). The chair of the DAB began serving as an ex-officio member of the CAP Committee and provides direct feedback on diversity aspects of the committee appointment process, including the onboarding, selection, and evaluation processes.



### CULTURE

AAOS held a Diversity Town Hall webinar to provide a forum for discussion and on diversity activities. Social media continued to be a platform for the DAB to engage with members around opportunities to elevate diversity, equity, and inclusion perspectives. More than 30 articles were published related to Diversity in AAOS Now. Training on implicit bias, inclusion, and equity was provided for new chairs appointed to serve within the AAOS governance structure. The AAOS annual Workplace Culture Survey identified key themes to guide leadership towards action to eliminate workplace harassment, bullying, and discrimination.

## Leadership on Issues at Home and Abroad

**AAOS leadership remains focused on maintaining a strong, unified voice on topics that require our support and advocacy.**

In partnership with the Society of Military Orthopaedic Surgeons (SOMOS), the Orthopaedic Trauma Association (OTA), and many physicians, AAOS shipped trauma equipment, medical supplies, and textbooks to support surgeons actively providing aid in war-torn Ukraine.

AAOS also provided space at the AAOS 2022 Annual Meeting for three North American Ukrainian medical organizations — the American Ukrainian Medical Foundation, the Ukrainian Medical Association of North America, and the Canada-Ukraine Foundation — to provide a platform for those organizations to collect monetary donations and medical supplies.

AAOS leadership issued statements on firearms violence; the Dobbs v. Jackson Women's Health Organization decision, which overturned Roe v. Wade; and COVID-19.

## Funding the Future

**The AAOS/ Orthopaedic Research and Education Foundation (OREF) Clinical Gaps Research Funding**

provides funds to help narrow the gap between clinical research funding and prioritized clinical research needs in musculoskeletal care, including orthobiologics.

In 2022, Kyle R. Duchman, MD, of the University of Iowa was awarded the second OREF/AAOS Injectable Orthobiologics of Knee Osteoarthritis Grant, totaling \$50,000. Dr. Duchman received this grant as the principal investigator for the study "Platelet Rich Plasma for Osteoarthritis: Role of Exosomes in Effectiveness."



Inside the on-site podcast studio at the 2022 Annual Meeting, James Huddleston III, MD, FAAOS (left), is interviewed by AAOS Advocacy Podcast host Douglas Lundy, MD, MBA, FAAOS (right), on “Orthopaedic Registry Value and Advocacy in the U.S.”



**AAOS is committed to helping address decades of inertia surrounding persistent disparities across orthopaedics to better serve patients.** Guided by this commitment and an inherent need within the profession, the AAOS Board of Directors and its DAB established the AAOS IDEA Grant Program to inspire diversity, equity and access across the field of orthopaedics. With the intention of awarding approximately \$1 million over the next five years, the program supports the AAOS’s strategic plan to lead and prompt real, lasting, and measurable change. Overall, 71 applications were received, and 20 recipients were selected for a total of \$300,000 in grants awarded during the inaugural year of the program. The funding for these grant recipients was made possible in part by the AAOS’s partnership with Stryker.

## The Bone Beat Podcast Channel



**Many in the musculoskeletal community have invested time and expertise in elevating conversations that matter.** The expanding portfolio of shows on the Bone Beat Orthopaedic Podcast Channel now includes monthly episodes of the AAOS Advocacy Podcast, the AAOS Career Podcast, as well as the popular JAAOS Journal Club and JAAOS Unplugged. The JAAOS podcasts recently surpassed 200,000 combined downloads in 2022, while the Advocacy and Career shows surpassed listenership goals by 141%.

### Most Listened-To Episodes On:

#### The AAOS Advocacy Podcast



“Preventing Violence in the Healthcare Workplace”, Guests: Julie Samora, MD, PhD, MPH, FAAOS, Chair, AAOS Patient Safety Committee; Alfonso Mejia, MD, MPH, FAAOS, Chair Elect, BOC

#### The AAOS Career Podcast



“Overcoming Imposter Syndrome”, Guest: Nancy Yen Shipley, MD, FAAOS, Partner at Multnomah Orthopaedic Clinic



During the 2022 Annual Meeting, members visited the Resource Center to learn about the AAOS Registries Program, an integral quality initiative.

# Quality Advancements

Improving quality and patient outcomes are central to the mission of AAOS. In 2022, AAOS invested in channels to deliver the best in research, data and evidence to members.

## New AAOS Device Recall Dashboard

**Orthopaedic surgeons implant more medical devices in their patients than any other medical specialty.** With this high level of use comes a higher risk of potential issues. Orthopaedic devices account for approximately 20 percent of all recalls issued by the U.S. Food and Drug Administration (FDA).

The Committee on Devices, Biologics, and Technology teamed up with the Patient Safety Committee to develop the new AAOS Device Recall Dashboard, a surveillance and patient safety tool that provides up-to-date information and support for handling device recalls.

The dashboard is searchable by specialty and provides direct links to the FDA website on recalled devices, arming orthopaedic surgeons with critical recall information to ensure high-quality care and protect the health and well-being of their patients.

## Biologics Support

**Building on its commitment to leadership in orthobiologics content,** AAOS hosted its second annual Biologics Symposium, “The Next Generation of Biologics: Use of Real-World Evidence,” in Washington, D.C., in November. Held in person for the first time, the symposium featured experts in medical science, industry, and regulatory agencies who examined the current facts pertaining to biologics and musculoskeletal medicine.



The sold-out, full-day event drew 90 registrants. In addition to expert presentations, participants were invited to discuss collection and analysis of actual orthobiologic data, aimed at delivering efficacious, safe therapies to patients. Participants also discussed essential elements of possible future biologic registry and biorepository systems.



The symposium is a part of the AAOS’s strategic investment, collecting and curating information about biologics in orthopaedics. Through this initiative, AAOS prioritizes the research and development for a biologics-focused competency within the Academy’s existing member benefits portfolio.

## Evidence-Based Quality Products

**The AAOS developed and published a significant number of new clinical practice guidelines (CPGs), appropriate use criteria (AUC) and technology overviews (TOs),** providing stakeholders with the latest available evidence on treatment options.

AAOS issued an update to the Clinical Practice Guideline (CPG) for Management of Anterior Cruciate Ligament (ACL) Injuries, which replaces the previous version from 2014. The 2022 version includes updated information about ACL injuries, treatment, and outcomes to help evaluate and treat one of the most common knee injuries in the United States.

Other 2022 releases include:

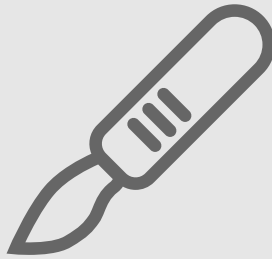
- Prevention of Surgical Site Infections after Major Extremity Trauma.
- Detection and Nonoperative Management of Developmental Dysplasia of the Hip in Infants.
- Management of Clavicle Fractures.
- Surgical Management of Osteoarthritis of the Knee.
- Technology Overview on PRP for Osteoarthritis of the Knee.

AAOS has also expanded its collection of Patient Toolkits. With the addition of the Biologics and Trauma Toolkits, AAOS now offers a total of eight toolkits to aid surgeons via clinician and patient education resources.

## AAOS REGISTRY PROGRAM: BY THE NUMBERS



5 Registries



3.3 Million Procedures



12,000 Surgeons



1,400 Participating Sites

## The Growing Power of Registry Data



The AAOS Registry Program has increased in size and scope over the course of 2022, continuing to provide actionable data to inform practice decisions and improve quality of care

for patients. These data aids in decision making and the delivery of care and are used to conduct award-winning research that is presented at orthopaedic society meetings and published in premier journals.

This year, the AAOS Registry Program published multiple annual reports and supplements, including a report adapted for patients. Investigators also used registry data to produce three dozen papers and presentations and analyses. Data from the American Joint Replacement Registry (AJRR) won the Best Poster Award in Primary Hip at the American Association of Hip and Knee Surgeons (AAHKS) Annual Meeting. Three additional abstracts from AJRR received awards, one from at the AAOS Annual Meeting and two at the AAHKS Annual Meeting. AJRR continues to be the sole pathway for meeting the registry requirement



## AJRR GROWTH\* 2021-2022

14% growth  
in cumulative procedures

38% increase  
in Patient-Reported Outcome  
Measures (PROMs) submissions

57% surge  
in Ambulatory  
Surgical Center (ASC) cases

\*Data from the AJRR 2022 Annual Report

# AJRR surpassed 3 million records in 2022

for The Joint Commission Advanced Certification for Total Hip and Knee Replacement (THKR), which is a mandatory requirement for the Aetna Institutes of Quality (IOQ) designation. Partnering with organizations that can help deliver opportunities for multiple uses of data continued this past year. AAOS and Cohere partnered to improve the prior authorization process for musculoskeletal care on a national scale.

Similar to AJRR and The Joint Commission Advanced Certification for THKR, the American Spine Registry (ASR) is the sole pathway for meeting the registry requirement for the Joint Commission Advanced Certification in Spine Surgery (ACSS). The Shoulder & Elbow Registry (SER) achieved an important milestone, with its first ever full manuscript published. The study examined Reverse Total Shoulder Arthroplasty. The momentum of the AAOS Registry Program has increased its awareness and exposure, showcasing data and research to audiences across the country.

## American Spine Registry

**The ASR, a collaborative registry between the American Association of Neurological Surgeons (AANS) and AAOS,** includes data representing more than 144,000 patients with upwards of 300 participating sites, 850 registered surgeons, and more than 178,000 procedures, doubling the number of procedures year-over-year. ASR also received an update that impacts how procedures and diagnoses are populated on the dashboards: Primary procedures and diagnoses along with their respective codes are now categorized for further clarity. Two abstracts using ASR data were submitted to the 2023 Spine Summit conference. ASR also brought on ZimVie, a surgical and medical instrument manufacturing company, as a sponsor in 2022.

## Shoulder & Elbow Registry

**In addition to its first published manuscript,** the Shoulder & Elbow Registry (SER) partnered with the Seminars in Arthroplasty: Journal of Shoulder and Elbow Surgery (JSES) as its official journal. Two SER abstracts were accepted at orthopaedic meetings in 2022, and representatives presented at the AAOS 2022 Annual Meeting and the 11th International Congress of Arthroplasty Registries.

## Fracture & Trauma Registry

**The Fracture & Trauma Registry (FTR), launched for open enrollment with support from the Orthopaedic Trauma Association (OTA),** is the fifth addition to the AAOS family of registries. FTR now offers PatientIQ as a data submission. This partnership provides institutions with a turnkey option for FTR involvement. PatientIQ will integrate its cloud-based platform directly with FTR participants' electronic health record to provide a seamless and simple experience when collecting and submitting outcomes data.



## Musculoskeletal Tumor Registry

**In 2022, the AAOS Musculoskeletal Tumor Registry (MsTR) launched dashboards** that provide clinicians and health systems access to their registry data to track sarcoma-specific diagnoses along with procedural detail. The MsTR Registry also had a presence at the OTA Annual Meeting for the first time. Additionally, MsTR sent representatives to the Epic Expert Group Meeting (XGM) for a presentation on the creation of the registry using data specifications and SmartForms and their incorporation into Epic's platform.

**The AAOS Registry Analytics Institute (RAI), which is a mechanism for investigators to submit hypotheses and conduct research based on AJRR data, accepted 16 proposals in 2022, a 10% increase from 2021.**



The AAOS Board of Directors convenes regularly to discuss the future and strategic direction of the organization.



# United Strategic Direction

## Delivering on 2022 Objectives

In the fourth year of its five-year 2019–2023 strategic plan, AAOS continued to make steady progress despite a challenging market and economy. AAOS remained financially sustainable while advancing each area of focus of its strategic plan.



### EXPERIENCE

Deliver a personalized and seamless member experience

- Launched the Resident Orthopaedic Core Knowledge (ROCK) platform and enrolled all U.S.-based, programs accredited by the Accreditation Council for Graduate Medical Education (ACGME) in a free trial period.
- Completed the Accreditation Council for Continuing Medical Education (ACCME) re-accreditation process.
- Developed a multiyear plan to bank Orthopaedic In-Training Examination (OITE) linking items in collaboration with the American Board of Orthopaedic Surgery (ABOS).
- Appointed Peter S. Rose, MD, FAAOS, as new JAAOS editor-in-chief.
- Developed and launched the AAOS Membership app to provide one-stop access to the most-valued and relevant member resources.



### QUALITY

Equip members to thrive in value-based environments and advance the quality of orthopaedic care

- The Dr. Lorna Breen Health Care Provider Protection Act was passed into law, which authorizes \$35M in grants to address mental and behavioral health for health care professionals.
- Achieved a 96% win rate in the House of Representatives and a 100% win rate in the Senate for pro-physician candidates supported by AAOS OrthoPAC.
- Surpassed 3.3 million procedures in the AAOS family of registries.
- Launched new dashboards for the Musculoskeletal Tumor (MsTR) Registry.



### CULTURE

Evolve the culture and governance of AAOS's board and volunteer structure to become more strategic, innovative, and diverse

- Developed and launched the IDEA Grant Program, which received 75 applications and awarded \$300k to 20 organizations, to support diversity in the orthopaedic pipeline.
- Developed and deployed the Specialty Society Research Support Fund, receiving 11 applications and awarding \$250K to three applicants.
- Made ongoing improvements to the diversity dashboard to deliver more transparency and engage in initiatives to support recruitment, selection, retention, and culture in AAOS governance and the profession.



## AAOS continued to receive accolades for workplace culture

**For the second consecutive year**, the organization was recognized as one of the Best and Brightest Companies to Work For® in Chicago and in the Nation by the National Association for Business Resources (NABR). AAOS was also named a Top Workplace by the Chicago Tribune for the third consecutive year in 2022.

AAOS strives to achieve organizational excellence, as it is a main tenet of the AAOS Strategic Plan. By maintaining focus, staying flexible, and working together with volunteers, partners and staff, AAOS continues to make a strong impact on the orthopaedic profession and lead the musculoskeletal community forward.



*“Receiving these awards year after year is a testament to the passion and dedication of our employees and leadership. Employee needs and preferences continue to evolve, and the AAOS has worked hard to keep a steady pulse on the health of our organization and culture.”*

– Thomas E. Arend Jr., Esq., CAE, AAOS Chief Executive Officer

Faculty at the AAOS 2022 Annual Meeting shared their strategies for leadership in orthopaedics during an instructional course lecture.



The AAOS Annual Meeting has long served as a not-to-miss educational opportunity for members and the larger musculoskeletal community.



[WWW.AAOS.ORG](http://WWW.AAOS.ORG)

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