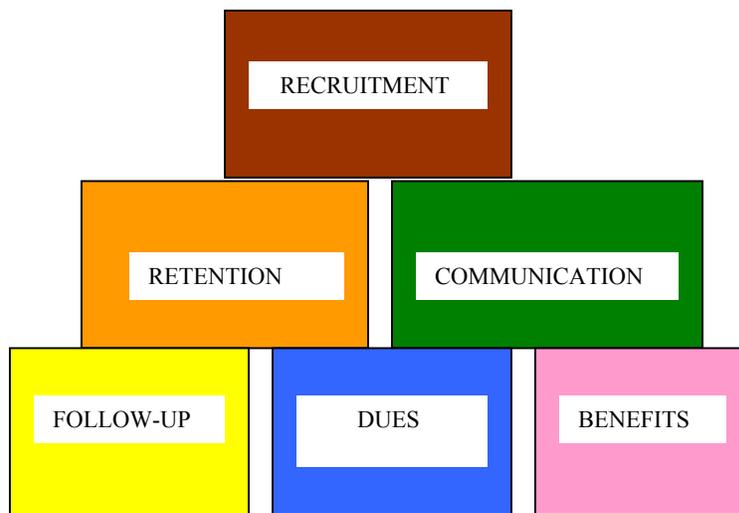


MEMBERSHIP MANUAL



**BUILDING A
STRONG
STATE ORTHOPAEDIC
SOCIETY**

The American Association of Orthopaedic Surgeons gratefully acknowledges the contributions of the following persons in the development of this manual:

***Kathy DeWittie
Executive Director
Pennsylvania Orthopaedic Society***

***Susan Koshy, JD, MPH
AAOS Manager
Department of Socioeconomic & State Society Affairs***

***Patricia Price
Executive Director
Indiana & Wisconsin Orthopaedic Societies***

***Michael Taylor
Executive Director
Louisiana, Mississippi & Missouri Orthopaedic Societies***

***Paul Wetzel
Executive Director
Massachusetts, Rhode Island & Vermont Orthopaedic Societies***



American Academy of
Orthopaedic Surgeons

AAOS

American Association of
Orthopaedic Surgeons

DEPARTMENT OF SOCIOECONOMIC AND STATE SOCIETY AFFAIRS

Department Fax Number:
847/823-1309

Robert C. Fine, JD
Department Director
Phone: 847/384-4322
E-mail: fine@aaos.org

Susan A. Koshy, JD, MPH
Manager - State Society & Legislative Affairs
Phone: 847/384-4332
E-mail: koshy@aaos.org

John J. (Jay) Fisher, Jr., JD
Legislative Analyst
Phone: 847/384-4336
E-mail: fisher@aaos.org

Joyce R. Knauss
Administrative Assistant
Phone: 847/384-4334
E-mail: knauss@aaos.org

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Introduction

Membership recruitment and retention is an important issue facing state orthopaedic societies. It is **becoming increasingly difficult** to attract and retain members in state societies. Various **factors affecting membership** recruitment and retention **include economics, time availability, and the value** provided by the state society.

The American Academy of Orthopaedic Surgeons believes that strong **state orthopaedic societies are essential** to the well-being of the specialty of orthopaedic surgery. **This manual** is designed to **assist state societies** in their efforts **to recruit and retain members** to actively participate in the organization's activities and programs. This manual includes suggestions on identifying potential members, organizing a membership committee, conducting a membership campaign and retaining current members. **It contains** a variety of **best practice examples** taken from successful activities of state societies throughout the country.

It is the hope of the AAOS Board of Councilors State Orthopaedic Societies Committee that each state organization will find this manual useful and it will help in the development of strong state orthopaedic societies.

Categories for Membership

Many state orthopaedic societies were organized 25 to 50 years ago. Things have changed during these years and state orthopaedic societies must change to meet the growing needs and challenges of orthopaedic surgeons. As the organization modernizes the by-laws of the society must be reviewed and updated. This is especially true for membership development. Each society should review its categories for membership to insure that the by-laws do not present obstacles to potential candidates for membership in the society (review membership categories to determine if sufficient). The following is a list of possible categories of membership:

1. *Charter*
2. *Active*
3. *Honorary*
4. *Associate*
5. *Provisional*
6. *Emeritus*
7. *Inactive*

1. *Charter Members:* Charter Members are those individuals present at the inception of the organization (Founding Fathers).
2. *Active Members:* Active Members are (1) the Charter Members of the society and (2) graduates in medicine licensed by the state. These individuals must have completed an approved orthopaedic residency and actively limit their practice to orthopaedic surgery.
3. *Honorary Members:* Honorary Members are individuals who have made an outstanding contribution to the advancement of the science and practice of orthopaedic surgery and are, or have been, actively engaged in orthopaedic scientific development. Honorary Members do not pay dues, vote, or hold office.
4. *Associate Members:* Associate Members include M.D.s, D.O.s and Ph.D.s whose work is related to orthopaedic surgery. Associate Members have all the rights and privileges of Active Members, except they cannot vote or hold office. Dues will be assessed similar to Active Members.
5. *Provisional Members:* Provisional Members are individuals who have completed an orthopaedic surgery residency program approved by the American Board of Orthopaedic Surgery and practice orthopaedic surgery full-time in the state. Provisional Membership lasts for a period of four years. Provisional Members shall be voted on for Active membership after being certified by the American Board of Orthopaedic Surgery.

6. *Emeritus Members:* Emeritus Members (Seniors) are individuals who have previously been Active Members of the society and have retired from practice. They enjoy the privileges of the society but do not pay dues or hold office.
7. *Inactive Members:* Inactive Members are individuals who have been Active Members of the society but due to illness or personal hardship are given a one year waiver of the society's dues.

Many state societies have added new categories of membership such as Resident Members. This class of membership should be defined as any individual that is actively enrolled in an orthopaedic surgery residency program approved by the American Board of Orthopaedic Surgery.

Some states have added a special membership category for D.O.s or allowed D.O.s who have completed an orthopaedic surgery residency program.

Resources to Assist in Identifying Potential New Members

The next step is to obtain a list of all prospective members in the state by identifying the sources from which the state society can recruit. The following are a few resources that may assist state societies to identify potential new members.

- The American Academy of Orthopaedic Surgeons
- Board of Medical Examiners
- State Medical Licensing Agency
- Medicare
- Other sub-specialty societies such as American Association of Orthopaedic Foot and Ankle Surgeons
- Local Hospitals
- Local Residency Programs
- City, County or State Medical Societies
- Panels from Largest Payors in the Market

The best way to approach this task is by creating a database using a program such as Microsoft Access. Most of the above-mentioned organizations could provide a copy of their membership list on disk for a minimal cost. The state society staff should then cross-reference the information with their existing member database and identify potential new members annually.

Define The Product

It is always important to take time to reflect on the products and services offered to potential new members of the organization. Take time to evaluate the state orthopaedic society in terms of its strengths, weaknesses, opportunities, and threats. This type of evaluation of the state society will help to identify the benefits and advantages of membership. (See page 11 for examples of State Orthopaedic Society membership benefits). It is vitally important to determine the benefits of membership to promote your state society to potential members. This evaluation will also help the leadership re-structure and re-organize the society, remain vital, meet the needs of the membership and attract new members.

Example:

Strengths

- Committed leadership and staff
- Loyalty of members
- Proactive on many issues, (legislative, HMOs, coding)
- CME
- Relationship with Medical Schools and Residency Programs
- Camaraderie among physicians

Weaknesses

- Need to address diversity issues
- Need to address the needs of younger practicing orthopaedists better
- Tracking and contacting new members
- Rural areas of the state often ignored

Opportunities

- Create board position for new member
- Create board position for resident to encourage communications with residents in the state
- Welcome reception for new members
- Create a mentor program for residents and new members
- Send new members a gift for joining (pens and mugs with society logo, paperweights, or membership pins.)
- Create PR brochure
- Use newsletters, e-mail and/or website to welcome new members

Threats

- Geography
- Time commitments of orthopaedists
- Economics affecting orthopaedists

Factors To Consider When Recruiting New Members

Keep in mind several factors that may affect recruitment of new members. Determine whether the society can address these issues. Identify means to overcome some or all of these issues that may negatively affect the recruitment of new members.

Social/Cultural:

- Geography: long distances for some/spread out/big city vs. small town
- Lack of participation in meetings due to scheduling factors
- Apathy/not a joiner
- Women and minorities may feel excluded

Economic:

- Dues payment programs may not be attractive
- High debt for recent graduates
- Managed care affecting patient flow and reimbursement levels
- Increasing overhead expenses

Governmental/Legal/Legislative

- Increasing governmental pressure and burdens in practice affect the time and willingness to join

Competition for Time

- National and regional organizations
- Family commitments
- Community organizations

The Process for Recruiting New Members

Recruiting new members, much like medicine, can be an art and a science. However, an organized and enthusiastic membership development team can simplify new member recruitment. The following are suggestions that will assist the state society leadership with new member recruitment.

Establish a formal membership committee that reports to the Board of Directors

The membership chairman should report directly to the Board of Directors and interact with the executive director or society liaison. He/she is responsible for membership recruitment and retention. The composition of the membership committee may be based on the different regions of your state. This structure will distribute the recruitment work load, allow for smaller communities to be targeted that may otherwise be missed in the process, and it may give members who want to become active in the organization an opportunity to volunteer their services.

Another possibility for structuring the membership committee could be by skill sets that would be beneficial for membership recruitment and development. The society may want to target individuals for the committee who possess one or more of the following skills: innovative, outgoing, persuasive, good at networking, hardworking, dedicated to the society, etc.

The society may also want to subdivide your committee into two groups, one for retention and the other for recruitment.

Establish goals, timetables and budgets

The membership committee should develop goals, including both short and long term projects. The committee should also set a timetable of achieving specific aims and develop a realistic budget to accomplish its goals. Adjust this to the specific organization's needs. Consider the following:

Considerations for the committee

- Goals – What should be the short and long term goals of the organization?
Ex: Increase membership by 5% annually for the next 5 years
- Target - Who to recruit? (Board-certified, board-eligible, D.O.s, associate members, and/or residents in training)
- By-laws and policies- do they reflect the current needs regarding recruitment?
- Will the budget allow for elaborate recruiting techniques such as receptions, dinners or recruitment brochures and mailings?

Budgets

Achieving specific marketing goals, such as a target gain in new members, will require building a reasonable and workable budget. Make the budget realistic in order to reach the objectives within budget.

- Establish the marketing goals, such as the association wishes to increase membership by 5 %.
- Determine the percentage of the non-members to be reached: *The association hopes to reach 95% of non-members in the state.*
- Determine the necessary advertising budget on the basis of the average cost of each new contact.

Streamline the application process

What is the application process? Does it require streamlining? Application processes often follow by-law directives addressing issues such as method of voting, eligibility, member recommendations and deadlines. Consider the following:

- Create flexible by-laws eliminating unnecessary red tape, such as face-to-face interviews, or multiple written recommendations.
- Are there multiple avenues for applying? Look at website, fax and e-mail applications.
- Decide what should be included on the application. Is personal information required such as spouse name, birth date and social security number (many people are uncomfortable giving social security information due to the threat of identity theft).
- Who reviews the application? This information should be treated as confidential and with limited distribution.
- Keep application to one page.

Developing marketing materials

Marketing materials take many forms other than written letters of invitation. Consider brochures such as simple tri-folds that can be produced on your personal computer. Look at website marketing information and applications, and e-mailing downloadable marketing materials and applications. Keep in mind that a personal phone call should always precede and follow a written or electronic invitation. Materials to consider:

- Tri-folds
- Post cards from AAOS Public Relations Department
- Direct mailings

Activities to attract new members

Assign responsibility to orthopaedists to personally follow-up and make contact with potential new members. Consider these activities that might attract a new member.

- Grand rounds
- Coding compliance meetings
- Managed care seminars
- Social events
- Hold regionalized membership recruitment dinners and ask existing members to bring a potential new member
- Have a mentoring program and ask a board member to mentor a new member for one year. The responsibility may include follow-up phone calls to invite the new member to the annual meeting.
- Encourage the society executive and membership chairman to attend regional meetings to speak about the state organization.
- Stress the benefits of having an organized orthopaedic community and the value of state society membership.

Step-by-step plan for recruiting new members

- Send a personalized letter of introduction and follow up with marketing materials.
- Develop a recruitment packet discussing the benefits of membership.

Various examples of benefits of membership include:

- 1. Newsletters**
- 2. Lobbying the state legislature and regulatory agencies**
- 3. Practice expense studies**
- 4. Educational programs and CME**
- 5. Job banks**
- 6. CPT coding programs**
- 7. Practice management tools**
- 8. Public relations programs promoting the practice of Orthopaedics**
- 9. Insurance programs**
- 10. Orthopaedic brochures**
- 11. Social events**
- 12. Website development for physicians**

Consider also including: a brief history of the organization, a roster of current members, newsletters, and recent meeting programs as part of the recruitment packet.

- Follow up with another phone call to inquire if the prospect has any questions.
- Have a recruitment reception at the annual meeting.
- Encourage sponsors to bring prospective members to the annual meeting.
- Offer a one-time complimentary meeting registration to the prospective member.
- Phone-a-thon: call non-members with invitation to join and information on the benefits of membership.

Ideas to welcome the new member:

- Acknowledge receipt of member's application immediately
- Send new member information in several installments
- Send personalized letter of welcome signed by President or Membership Chair
- Along with the traditional "Welcome Letter" send new members a "Thank you" note
- Set up a "Welcoming Committee" to welcome all new members-have current members call to say "You made a great decision. Hope to see you at a future meeting."
- Develop a Telephone Orientation for new members. Call/write ahead so that a new member can set aside 10-15 minutes to ask questions and listen to information. (Could be staff that makes these calls).
- Welcome new members and prospects at association functions.
- Arrange an introduction of new members at annual meeting
- Have mentors call new members and invite them to meetings. If they are in the same location have mentor provide transportation to meeting.
- Recruit new members to help with programming, meeting planning, and communications

Six-month check-up

- Call to review society benefits available to members
- Send "how are we doing" survey, respond to all negative comments, and call those who don't respond at all
- Follow up survey with a phone call
- Ask new members to get involved

General Membership Retention

Ongoing communication with membership

Communication is the lifeblood of any service organization. Constantly communicating the benefits of membership is the **number one** strategy for retaining members. If a member perceives that there is value in belonging to the society they will renew. If they conclude that there is no value they will likely drop their membership.

It's all about *their* perception of the Society, not *yours*.

Some member communication tools include:

- **Newsletters** – Use the newsletter as a tool to communicate what the society is doing for its members – legislatively, educationally and economically. The society newsletter should be short, easy to read and appealing to the eye. Keep it to no more than eight pages—four or six is even better. Ensure that the headlines convey the main subject of the article and that the ink and paper selections provide high contrast.
- **Telephone** – When a member completes a call with the society staff they should feel as though they have been listened to and understood, even if they didn't get the answer they wanted.

Follow up. If a member has taken the time to call the society for help and the society staff doesn't have the answer, be sure to make an effort to get the answer. Ask the member if there is an office staff person with whom one can communicate on the issue. This is especially important since orthopaedic surgeons can sometimes be difficult to reach in person. Treat the staff people with the same importance as the member.

- **Faxes** – Be clear, concise, and always include the state society logo so that the reader remembers which organization is sending the clear and concise faxes!
- **E-mails** – If the society doesn't have e-mails in its membership database, by all means add them! E-mail is a great way to remind busy physicians that they do have an organization working for them. Encourage members to solicit the state society for answers to their practice problems.
- **Website** – State society members and potential members will come to rely more and more on the society website for information. Be sure to include information about the society's legislative and political initiatives, scientific/CME programs, newsletter, practice opportunities, membership, etc.

- **General correspondence / postcards** – A good old fashioned letter is a great way to communicate as long as it fits on one page. Postcards are easy to prepare and economical as well.

Tip: No matter what communication vehicle is being used always think about the time pressures and situation of the orthopaedic surgeon who is either listening to, or reading the communication. Think about how much time they have, the problems and frustrations they face, and the issues they want to understand.

Collect the dues!

- Send the first dues bill thirty to forty-five days prior to the due date.
- Send four or more subsequent dues statements every thirty days thereafter. From this point of view, the dues statements are just like an invoice from any vendor. Add appropriate commentary as the mailings progress.
- Collection calls - Society staff and/or members of the Board of Directors can make collection calls. Collection calls are very polite and are followed up with a fax invoice.
- Calls made by the Board members can be very effective, because a colleague to colleague conversation will often reveal why the member no longer values membership. More often than not, however, these calls result in a renewal of membership.
- When all else fails, send a final cancellation notice via certified mail. Include a postage paid postcard which asks them why they are not renewing.

Incorporate activities which develop membership commitment and involvement in the society

- Promote CME programs:
 1. Offer reduced rates to members.
 2. Offer reduced membership dues to non-members who attend the meeting.
 3. Mail two brochures instead of one.
 4. Send a “Mark Your Calendar” fax or postcard well in advance of the meeting to members and non-members.
 5. Advertise the meeting in the newsletter
 6. Take photos at the meeting and publish them in the newsletter. Send the actual photos with a state society business card to the member.
- Participate in projects encouraged by the AAOS such as orthopaedic screening at the state *Special Olympics* event.

- Provide benefits which are for members only:
 1. Newsletter
 2. Membership Directory
 3. Discounted fees on meetings and seminars
 4. Free “Job Bank” advertising on the website
 5. Discounted classified advertising in the newsletter
 6. Faxes to membership about hot topics, e.g., a legislative issue, an action by a large insurer in the state, etc.
 7. Recognize members at meetings by attaching ribbons to their name badge, e.g., “OrthoPAC Contributor”, “Key Contact”, etc.

- Welcome new members by publishing their names in the newsletter

- Develop a membership satisfaction survey

Identify retention problems: Why don’t they renew?

Some common answers:

- “I’m retiring” (Be sure that the by-laws provide a membership class for retirees.)
- “I’m moving out of state.”
- “I can’t afford it”
- “Medical or personal reasons” (Be sure that the by-laws provide an “Inactive” class which allows a member to not pay dues for a period of one year due to illness or other personal hardship.)

APPENDIX

Membership Recruitment Letters

**Orthopaedic Surgeons of New Jersey
New Jersey Orthopaedic Society**

February 6, 2003

Dear:

Who's protecting your orthopaedic interests on state issues? You're busy maintaining a busy practice, staff, and family. You understand, through AAOS, that government is actively debating how health care should be practiced and reimbursement is squeezed at every turn. And you need information on the latest in medical procedures and pharmaceuticals.

The New Jersey Orthopaedic Society-Orthopaedic Surgeons of New Jersey is the specialty society for all orthopaedic surgeons in New Jersey. The parallel organizations provide educational and advocacy services to the members in a professional and collegial atmosphere. Membership is open to all orthopaedic surgeons practicing in our State, and we particularly welcome my osteopathic colleagues. We are fighting for fair reimbursement, working to reign in the excesses of managed care, ensuring quality patient care and access, and providing timely educational programs.

You can become a member in both organizations for just \$250.00. Enclosed is a list of member benefits and our monthly update. Also enclosed is a membership application. Take a moment today and make the smart decision to become an NJOS/OSNJ member.

Call me directly with questions. I can be contacted at (973) 746-2200. We understand your needs!

Sincerely,

Orthopaedic Surgeons of New Jersey New Jersey Orthopaedic Society

What's hot and happening in 2003?

With limited resources – both time and money – membership in the NJOS/OSNJ is your wisest investment...Here's just some of what we provide...

- We're immersed in the **professional liability** issue – working on your behalf with the legislators, the Department of Banking & Insurance, the carriers – to ensure affordable coverage and solutions to this crisis!
- **Physical therapists** are lobbying to increase their scope of practice...we're there to make sure all medical diagnosis be made by those who attended medical school!
- A new governor that wants to rehaul the auto insurance issue, especially with **PIP reimbursement** rates. We're watching your back.
- Terrific and timely **2003 educational programs** – the Spring Conference (March 11-16) in beautiful Puerto Rico – combining vacation and education with your colleagues, and with CME right in your own backyard in October (Fall Conference – October 24-25).
- An innovative **key contact** program – to enhance the communication between orthopaedists in New Jersey.
- We've achieved new **rate increases for Medicaid** – the first such increases in over 20 years.
- A new member benefit – low cost **long term care insurance** for you and your family and insurance broker assistance through PriMed.

Advocacy – Collegiality – Education
All important aspects of membership in NJOS/OSNJ

GEORGIA ORTHOPAEDIC SOCIETY

December 27, 1999

Dear Dr.:

I am writing you as the Secretary-Treasurer Elect of the Georgia Orthopaedic Society to make sure that you are aware that there is a state orthopaedic society here in Georgia. Having originally been founded in 1947, we are one of the oldest and most active state societies in the country. We boast a membership of over 300 orthopaedists from around the state. A few of the many advantages of being a member of our society are:

- You are given the opportunity each year in early October to attend an **outstanding scientific meeting** with a quality program presented by our members and nationally recognized speakers at the Cloister in Sea Island.
- Concurrent with our Annual Meeting, **The Ga. Hand Society and The Ga. Foot and Ankle Society** hold their annual sessions. Members of the GOS who are not members of these societies are welcome to attend and participate.
- Participation in our Society affords you the opportunity to establish **contacts and friendships** with fellow orthopaedists throughout the state.
- Our **quarterly newsletter** enables our members to stay informed as to changes in orthopaedics in Georgia, and it re-caps our annual meeting.
- Access to our own **lobbyist**, Ray Williams, enables us to have input into Legislative issues which might affect our practice.
- You will be listed on our new **Website**, Georgiaorthosociety.com.

We have as one of our goals to go into the new millennium with every eligible orthopaedist in the state being a member of the society. I would like to ask for your participation in joining the Georgia Orthopaedic Society. I have enclosed an application for you. If we can answer any questions regarding your prospective membership, please call Sherri Hill, our Executive Director, at 912-474-2754. Thanks for your time in reading this letter. We look forward to hearing from you in the near future.

Best regards,

Membership Marketing Brochures

Tennessee Orthopaedic Society
P.O. Box 171
Lookout Mountain, Tennessee 37350
www.tosweb.org



Application for Membership

Name _____
Office Address _____
Office Telephone (____) _____
Office Fax (____) _____
Home Address _____
Home Telephone (____) _____
Email Address: _____
Medical School _____
Date of Medical School Graduation _____
Name of Orthopaedic Practice _____
Date of Orthopaedic Practice Start-up in Tennessee _____
Names of Two Members of the Tennessee Orthopaedic Society
who will serve as sponsors:

I do hereby affirm that I meet all requirements, set forth by the Tennessee Orthopaedic Society, for admittance to the below checked (✓) type of membership. See **Qualifications for Membership**.

Regular Affiliate

Signature _____

Please Return Application to:
Paul Biggers, Ph.D.
Executive Director
P.O. Box 171
Lookout Mountain TN 37350

Tennessee Orthopaedic Society

Letter from the President

On behalf of the Tennessee Orthopaedic Society and its 300 plus membership, I am extending a special invitation for you to consider becoming a regular or affiliate member.

Since 1948 Tennessee orthopaedists have demonstrated exemplary leadership through education, research and quality health care. Thanks to these efforts we now have a thriving and growing organization to promote our views and opinions.

Important issues are increasingly impacting our professional futures and making it much more important to present a united front of advocacy for the sweeping changes that are occurring in medicine and orthopaedics. I believe that the Tennessee Orthopaedic Society can best represent that united front.

I encourage you to review the contents of this brochure and take a few minutes to return a completed application by August 1 to qualify for member services in 2003.

Membership in TOS offers real value. Make a difference in Tennessee orthopaedics by joining your colleagues in strengthening that united front.

Sincerely,
D. Marshall Jemison M.D.

Statement of Mission

The Tennessee Orthopaedic Society is committed to increasing public awareness and health care improvement for persons with musculoskeletal impairments, by supporting continuing medical education for its members and monitoring the effects of socio-economic and legislative measures impacting the quality, availability, and cost of health care in orthopaedics.

Supporting Member Services

Educational Leadership

Through its annual meeting, TOS supports and provides opportunities for continuing medical education to help members to maintain a high standard of skill and competence.

Advocacy

As an advocate for improved patient care, TOS monitors legislative activity, provides elected officials with pertinent information on the practice of orthopaedic surgery and delivery of health care, and through its officers and Board of Counselors, encourages initiatives at the national level of health care improvement.

Professionalism

TOS official publications and periodic scientific presentations serve to facilitate ongoing learning of new techniques and research results in orthopaedics, and provides a forum for networking and exchange of information critical for improved health care.

Qualifications for Membership

The candidate must have graduated from a Class A medical school.

The candidate must limit their practice exclusively to orthopaedic surgery (**Regular**) or be a licensed physiatrist or occupational medicine specialist associated with an orthopaedic practice (**Affiliate**)

The candidate must be in active practice one year in Tennessee before becoming eligible for **Regular** or **Affiliate** membership.

The candidate must submit an application, along with two letters of recommendation from members of the Tennessee Orthopaedic Society, to the membership committee by August 1 of each year.

Eligible and approved prospective Regular and Affiliate members will be presented at the TOS Annual Meeting, held on August 28-30, 2003, at the Ritz-Carlton Amelia Island, Florida, and voted on by the attending membership, with election based upon a two-thirds vote.

AAOS or TMA membership is not a prerequisite or substitute for TOS membership.

If you have questions or comments regarding membership in the Society, please contact Paul J. Biggers, TOS Executive Director, at P.O. Box 171, Lookout Mountain, TN (706) 820-4197 or review application materials at our web site www.tosweb.org.

South Carolina Orthopaedic Association
P.O. Box 171
Lookout Mountain, Tennessee 37350
www.scoanet.org



Application for Membership

Name _____
Office Address _____
Office Telephone (____) _____
Office Fax (____) _____
Home Address _____
Email Address _____
Home Telephone (____) _____
Medical School _____ Grad. Date _____
S C Medical License: Date _____ No. _____
Is Practice Limited to Orthopaedics ___ Yes ___ No
Length of Orthopaedic Practice in South Carolina _____
Do You Have AAOS Certification? ___ Yes ___ No
If Yes, date of certification _____
Are You an AAOS Member? ___ Yes ___ No
Names of Two Members of the South Carolina Orthopaedic Association who will endorse your application:

I do hereby affirm that I meet all requirements, set forth by the South Carolina Orthopaedic Association, for admittance to Active Membership. See **Qualifications for Membership**.

Signature _____
Please Return Application to: Paul J. Biggers, Ph.D.
Executive Director
P.O. Box 171
Lookout Mtn., TN 37350

South Carolina Orthopaedic Association

Letter from the President

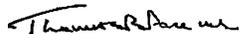
On behalf of the South Carolina Orthopaedic Association and its 225 plus membership, I am extending an invitation for you to consider becoming an active member.

Since 1950 South Carolina orthopaedists have demonstrated exemplary leadership through education, research and quality health care. Thanks to these efforts we now have a thriving and growing organization to promote our views.

Important issues are increasingly impacting our professional futures and making it much more important to present a united front of advocacy for the sweeping changes that are occurring in medicine and orthopaedics. I believe that the South Carolina Orthopaedic Association can best represent that united front.

I encourage you to review the contents of this brochure and take a few minutes to return a completed application by August 1 to qualify for member services in 2003.

Membership in SCOA offers real value. Make a difference in South Carolina orthopaedics by joining your colleagues in strengthening that united front.



Thomas B. Pace, M.D.

Statement of Mission

The South Carolina Orthopaedic Association is committed to bring together orthopaedic surgeons who are committed to a high level of professional excellence in Orthopaedics and the overall orthopaedic health and well-being of the citizens of the State. The mission is to advance the science and practice of orthopaedic surgery through education and advocacy on behalf of patients and practitioners, with emphasis on overall quality orthopaedic health care for the state of South Carolina.

Supporting Member Services

Educational Leadership

The Association will pursue multiple modes of education in basic science and clinical research for continuing medical initiatives to maintain a high standard of skill and competence.

Advocacy

As an advocate for improved patient care, the Association monitors legislative activity, provides elected officials with pertinent information on the practice of orthopaedic surgery and delivery of health care, and through its officers and Board of Councilors, encourages initiatives at the national level of health care improvement.

Professionalism

Association publications and periodic scientific presentations serve to facilitate ongoing learning of new techniques and research results in orthopaedics, and provides a forum for networking and exchange of information critical for improved health care.

Qualifications for Membership

The candidate must be certified by the AAOS or its equivalent thereof; and
For twelve months immediately prior to induction been exclusively devoted to the practice of orthopaedic surgery or be actively engaged in the teaching of orthopaedic surgery or research related to the musculoskeletal system; and
The candidate must maintain a good reputation and standing within his or her community and be of high ethical character and professional repute; and
The candidate must comply with the By-Laws and rules as adopted by the membership.
The candidate must submit an application, along with two letters of endorsement from Active or Senior members of the South Carolina Orthopaedic Association, to the membership committee by August 1 of each year.

The application of each candidate will be reviewed and certified as eligible by the Membership Committee. No applicant shall be elected to any grade of membership except upon recommendation of the Membership Committee.

Eligible members will be presented at the SCOA Annual Meeting, held on September 4-6, 2003, at the Charleston Place Hotel, Charleston, SC and voted on by the attending membership, with election based upon a two-thirds vote.

If you have questions or comments regarding membership in the Society, please contact Paul Biggers at (888) 600-7262.

Reaching new heights

Association at it's best.. .

We've become a player.. .

Join the best - the MOS.

Michigan Orthopaedic Society

MOS Membership Value includes

- Lobbyist representation in Michigan.
- Educational programs on the latest treatment and management of orthopaedic injuries with nationally known orthopaedic specialists; CME included.
- CPT coding programs with Karen Zupko & Assoc.
- Quarterly newsletters with the latest updates on national and state legislative issues.
- Practice advertisement on the web site for new members.
- Contact with state and local legislators at meetings and fundraisers.
- Representation with U.S. legislators through MOS Washington visits and letter writing/phone campaigns.
- Opportunities to exchange ideas with other specialists during interactive programs at meetings.

MOS WINS IN 2002

- 1 Timely Payment Legislation for Commercial Insurers
- 2 Physician Self-Referral allowing patients to be referred to your own facility

Be part of our growing association and let the MOS support you!

For more information, contact:

Pam Dietrich MOS
PO. Box 475 Northville, MI 48167
Ph (734) 646-3720

MEMBERSHIP APPLICATIONS



Michigan Orthopaedic Society
Application for Membership

Name: _____ Date of Birth: _____

Office Address: _____ Office Phone: _____

_____ Fax: _____

Email Address: _____ Specialty _____

Practice status: Solo _____ Institution _____ Associates _____

Home Address: _____ Home Phone: _____

Medical School: _____

Residency: _____ Year Completed _____

Fellowship: _____

Type of Membership applying for: Active (must be Board certified) _____
Associate _____ Candidate (resident) _____ (You may update when you become
Board certified)

(check one above)

Eligible ABOS (MD) or AOBOS (DO): Yes _____ No _____ Date _____

Certified ABOS (MD) or AOBOS (DO): Yes _____ No _____ Date _____

Member of AAOS (MD) or AOA (DO): Yes _____ No _____ Date _____

Please list two members of the MOS for your required letters of recommendation so that we may contact them for you. Only one of these members may be associated with you in practice. Members we may contact for your recommendations:

1. _____
2. _____

Your application will be reviewed by the Board of Directors at the next meeting after receipt. Vote of the membership for final acceptance occurs at the annual scientific meeting in June or at the fall general membership meeting.

Please return this completed form to:

Pamela Dietrich, Executive
Director Michigan Orthopaedic
Society P. O. Box 475,
Northville, MI 48167
Ph. (734) 646-3720 Fax (734) 936-1433



California Orthopaedic Association
Devoted to preserving quality orthopaedic care

5380 Elvas Ave., #221
Sacramento, CA 95819

Phone: 916.454.9884
Fax: 916-454-9882
Email: coal@pacbell.net

Membership Application Form

Full Name:

Mailing Address:

Phone: Fax: E-mail:

Medical School: Year of Graduation:

Orthopaedic Residency/Fellowship Training: (include years)

Subspecialty areas of interest:

Do you treat injured workers? Yes ___ No ___ Are you a Qualified Medical Evaluator (QME)? Yes ___ No ___

Home Address:

Other Memberships:

	Yes	No
American Academy of Orthopaedic Surgeons	___	___
California Medical Association	___	___
Western Orthopaedic Association	___	___
Other local or regional orthopaedic associations	___	___
<input type="text"/>	___	___

Membership dues to accompany application

Active members: \$125 (optional \$100 contribution to our political action committee) Total: \$225 Young orthopaedist (within first 2 years of practice): \$75
 Full-time military: \$50
 Semi-retired member (age 65 or older and working less than 20 hours per week): \$75
 Research Associate Member: \$50
 Orthopaedic Resident or Full-Time Fellow: \$25 Date Completing residency or fellowship program: _____

Method of Payment _____ Check is enclosed. _____ Please charge \$ _____ to my credit card.

Visa/Mastercard _____ Exp. Date: _____

COA Signature: _____ Date: _____

West Virginia Orthopaedic Society

Est. 1986

<p>President <i>Luis E. Bolano, MD</i> 2828 First Avenue, Suite 400 Huntington, WV 25712 304.525.6905</p> <p>Vice President <i>David E Hubbard, MD</i> PO Box 9196 Morgantown, WV 26506 304.293.3908</p> <p>Secretary-Treasurer <i>Clark D. Adkins, MD</i> 100 Tracy Way Charleston, WV 25311 304.343.4583</p> <p>Director at Large <i>Philip J. Branson, MD</i> 311 Courthouse Road Princeton, WV 24740 304.487.2297</p> <p>Immediate Past President <i>David L. Waxman, MD</i> 600 Davisson Run Rd., Ste. 102 Clarksburg, WV 26301 304.623.5000</p> <p>AAOS Councilor <i>William G. Sale, III, MD</i> 100 Tracy Way Charleston, WV 25311 304.343.4583</p> <p>Membership Chairman <i>Greg B. Krivchenia, MD</i> 611 Second Street Marietta, OH 45750 740.373.8756</p> <p>Program Chairmen <i>Tony C. Majestro, MD</i> 415 Morris Street, Suite 104 Charleston, WV 25301 304.343.4691 <i>Jack Steel, MD</i> 2828 First Avenue, Suite 400 Huntington,</p>	<h2 style="text-align: center;">Membership Application</h2> <p>Name _____ Age _____</p> <p>Office Address _____ _____ _____</p> <p>Home Address _____ _____ _____</p> <p>E-Mail Address Office _____ Home _____</p> <p>Telephone Office _____ Home _____ Fax Office _____ Home _____</p> <p>WV Medical License # _____ SSN _____</p> <p>Education College _____ Medical School _____ Post Grad Work _____</p> <p>Internship (Hospital) _____ Length _____ Residency (Hospital) _____ Length _____</p> <p>Certification by the American Board of Orthopaedic Surgery Yes__ No _____ Year _____ Length of Time in Practice _____ Practicing in WV Since ____ Membership in Orthopaedic Medical Societies _____ _____ _____</p> <p>Service in the Armed Forces _____ Branch of Service _____</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

WV 25712
304.525.6905

Executive Director
Diane Slaughter APR,
CAE PO Box 13604
Charleston, WV 25360
304.984.0308 (phone)
304.984.3718 (fax)
admin@wvos.org

Rank of Entry _____ Discharge _____ Publications

Return application to Clark D. Adkins, M.D.
WV Orthopaedic Society • PO Box 13604 • Charleston, WV 25360

**NOTIFICATION
OF INCOMPLETE
APPLICATION**

Notification of Incomplete Information

March 1, 1999

Name
Address

Dear Dr.:

Thank you for your interest in the _____. We have received partial information and still require the following information before the application can be considered for membership:

We have not received your second sponsor letter. Please contact him/her as soon as possible and request he send in his recommendation.

Sponsor Letter #2: _____, **M.D.**

Our office must receive all information before _____.

Please join us at the _____ Conference _____ in _____, at the _____ Hotel _____. You are to be inducted into membership, pending completion of your application, on Saturday, _____ during the _____ second business meeting.

If I can be of further assistance, please feel free to contact me at _____.

With kind regards,

Name
Executive Director
Society or Association Name

**LETTER OF
WELCOME TO
NEW MEMBERS**

Welcome Letter

Date:

Name
Address
State, City, ZIP

Dear Dr.
Congratulations on your nomination and election into the membership of the

_____.

Dr. _____, our President will introduce you to the membership at our annual meeting, _____. I encourage you to attend this event not only for its educational offerings but also for the opportunity to meet our Officers, Board of Directors, and members.

If we can be of further assistance, please feel free to contact our executive director _____ at _____.

I look forward to meeting you at our annual meeting and extend to you a warm welcome into our society. Enclosed is your membership certificate suitable for framing that I hope you will hang proudly in your office. If you have questions regarding your membership, please contact me at _____.

With kind regards,
_____, MD
Membership Chairman

_____ Name of Association or Society

Welcome
New
Member

On behalf of the California Orthopaedic Association Board of Directors and professional staff, we would like to thank you for joining and supporting COA.

Enclosed you will find your:

- ◆ Certificate of Membership
- ◆ Membership Directory
- ◆ Ways you can become actively involved in formulating COA policy and have a voice in issues affecting your orthopaedic practice.
- ◆ Summary of COA's Legislative Activity

Thank you again for joining the California Orthopaedic Association...an Association working for you.

Ways You Can Take an Active Role in the California Orthopaedic Association

Please check those areas in which you are interested in participating.

- _____ **Serve on one of COA's Committees**
- _____ Committee on Allied Health Professionals
 - _____ Committee on Foot Science
 - _____ By-Laws Committee
 - _____ Economics Committee
 - _____ Legislative Committee
 - _____ Committee on Health Care Delivery
 - _____ Electronic/Media Committee
 - _____ Membership Committee
 - _____ Subcommittee on Resident Education
 - _____ Political Action Committee (OPAC)
 - _____ Program and Continuing Medical Education Committee
 - _____ Public Relations Committee
 - _____ Workers' Compensation Committee

_____ **Participate as a Legislative Key Contact**

State and federal legislators you would be willing to contact on issues important to orthopaedists:

Legislator(s)	Relationship
_____	_____
_____	_____
_____	_____

_____ **Publish article in the COA Report on:** _____

_____ **Topics of particular interest to you:** _____

(e.g., Workers' Compensation, On-Call _____

Podiatric, Physical Therapy, Managed Care) _____

Please complete and return this form to:
 Diane Przepiorski, Executive Director
 California Orthopaedic Association
 5380 Elvas Avenue #221
 Sacramento, CA 95819
 Phone: 916-454-9884 Fax: 916-454-9882
 E-Mail: coal@pacbell.net

Your Name (please print)

**MEMBERSHIP
DUES LETTER
AND NOTICES**

DATE: November 15, 2002
TO: California Orthopaedic Surgeons
FROM: John V. Hill, M.D., President
SUBJECT: **2003 COA Membership Dues**

The time to pay your 2003 membership dues is now. COA's membership numbers increased by nearly 7% this year; growing to 1,953 members. We appreciate your past support and urge you to promptly renew your membership for 2003 or join for the first time. A 2003 dues statement and return envelope are enclosed. Please include your e-mail address on the dues statement. In 2003, more of COA's communications will be electronically transmitted to allow rapid communication with our members.

2003 will be an important time for orthopaedic surgeons. The Division of Workers' Compensation continues to discuss updating the Official Medical (Treatment) Fee Schedule and transitioning it to an RBRVS-type schedule. This transition could have severe consequences for orthopaedic surgeons if it is done in a budget-neutral manner that would increase reimbursement for primary care services and significantly reduce reimbursement for surgical procedures. COA has been adamantly opposed to this transition if reimbursement levels to specialists are reduced. We successfully opposed the transition this year and will continue to do so in 2003.

At the urging of COA, the Industrial Medical Council commissioned studies to determine whether there are additional physician work and practice expense costs involved in treating injured workers versus other patients. Those studies have now been completed and they have found that there are additional costs – 28% if applied only to Evaluation and Management codes and 7% if applied to all codes. COA supports increasing reimbursement levels to compensate for these additional costs; again, as long as it is through new monies and not offsetting reductions to reimbursement levels for surgical procedures.

We also expect to see efforts to alter the Medical Injury Compensation Reform Act (MICRA). As you are well aware, medical malpractice premiums have skyrocketed in other states. Trial lawyers would very much like to change California's MICRA law to eliminate, increase, or exempt medical groups from the \$250,000 cap on non-economic damages. This one change would likely result in significantly higher malpractice premiums in California. We are expecting to see legislation introduced in 2003 to alter MICRA.

Finally, scope of practice bills are likely to be introduced next year. COA defeated legislation this year that would have expanded a podiatrist's scope of practice to the entire lower extremity and efforts by the acupuncturists to perform disability evaluations for all injuries. COA will be very vigilant to make sure that quality musculoskeletal care is not affected by these proposed expanded scopes of practice.

We hope that you will agree that these legislative/regulatory activities are essential to your practice. I would urge you to show your support of COA by sending in your membership dues. This is by far your best value in protecting your practice. Thank you.

FOLLOW-UP LETTER

DATE: May 12, 2003
TO: California Orthopaedic Surgeons
FROM: Norman P. Zemel, M.D., President
SUBJECT: **2003 COA Membership Dues**

The time to pay your 2003 membership dues is now. COA's membership numbers increased by nearly 7% this year; growing to 1,953 members. We appreciate your past support and urge you to promptly renew your membership for 2003 or join for the first time. A 2003 dues statement and return envelope are enclosed. Please include your e-mail address on the dues statement. In 2003, more of COA's communications will be electronically transmitted to allow rapid communication with our members.

2003 will be an important time for orthopaedic surgeons. The Division of Workers' Compensation continues to discuss updating the Official Medical (Treatment) Fee Schedule and transitioning it to an RBRVS-type schedule. Legislation is pending which would set the reimbursement levels at 120% of Medicare rates. If this law passes, it would have severe consequences for some orthopaedic surgeons as it would increase reimbursement for primary care services and significantly reduce reimbursement for major surgical procedures such as spine and arthroscopic procedures. COA has been adamantly opposed to this transition if reimbursement levels to specialists are reduced. We have been working with other medical groups to develop other options of updating the fee schedule including establishing a California entity which would assist the Division of Workers' Compensation in updating the fee schedule. This entity would be comprised of affected medical specialties. We have also been lobbying for a higher conversion factor for surgery.

Legislation is also pending which would establish a fee schedule for outpatient surgical facilities and prohibit physician referrals to surgical facilities in which the physician has a financial interest. COA is opposed to the prohibition on physician referrals and is working with its members to determine "reasonable" reimbursement rates for outpatient surgical facilities.

The Governor and State legislative leaders remain very concerned about the escalating medical treatment costs. We also need to implement a mechanism to help rein in these costs, allowing carriers to deny unnecessary medical treatments. To date, surgery costs have not been identified as one of the major cost-drivers.

Finally, COA is working on several scope of practice bills. SB 77 (Burton) would have allowed physical therapists to have direct access to patients and to make a functional diagnosis. Due to opposition to the bill, the bill has become a two-year bill. AB 932 (Koretz) would expand a podiatrist's scope of practice to include: 1) amputations, including the entire foot; 2) to serve as an assistant surgeon in procedures beyond their scope of practice; and 3) dermatological procedures above the ankle. Due to opposition to the bill, AB 932 has been referred for an Interim hearing and will not be heard this year.

We hope that you will agree that these legislative/regulatory activities are essential to your practice. **I would urge you to show your support of COA by sending in your membership dues.** This is by far your best value in protecting your practice. Thank you.



PENNSYLVANIA ORTHOPAEDIC SOCIETY

500 North Third Street 11th Floor, Harrisburg, PA 17101-1111 717/909-8901 FAX:
717/909-8906 pos@paorthosociety.org

2002 MEMBERSHIP DUES INVOICE

«First_Name» «Middle» «Last_Name», «Title»
«Bus_Address_1»
«Bus_City», «Bus_State» «Bus_Zip»

«Class_Name» Member

DUE DATE: January 1, 2002

- ◆ The dues amount below reflects your current membership status. If your situation has changed or you have questions concerning your membership, please call Amanda Storbeck at 717/909-8901 or 888/772-7900.
- ◆ Professional association dues may be deductible for federal income tax purposes as ordinary and necessary business expenses. However, the percentage of your dues attributable to lobbying activities is not deductible. This percentage will be announced under separate cover.

SPRING SCIENTIFIC MEETING
Arthroscopy and Sports Medicine
APRIL 10-13, 2002
Westin Rio Mar, Puerto Rico
For more information call Beth Weachter at 717/909-8901 or 888/772-7900

✂-----

DETACH AND RETURN WITH PAYMENT

2002 MEMBERSHIP DUES.....AMOUNT DUE: \$350

- Enclose Check Made payable to Pennsylvania Orthopaedic Society
OR
- Pay by VISA, MC or AX and fax this invoice to POS at 717/909-8906

Card Number: _____ EXP: _____

Cardholder Name _____

«First_Name» «Middle» «Last_Name» «Title»
«Bus_Address_1»
«Bus_City», «Bus_State» «Bus_Zip»

**Pennsylvania Orthopaedic Society
500 North 3rd St, 11th Floor
Harrisburg, PA 17101-1111**



PENNSYLVANIA ORTHOPAEDIC SOCIETY

500 North Third Street 11th Floor, Harrisburg, PA 17101-1111 717/909-8901 FAX:
717/909-8906 pos@paorthosociety.org

2001 MEMBERSHIP DUES INVOICE

«First_Name» «Middle» «Last_Name», «Title»

«Bus_Address_1»

«Bus_City», «Bus_State» «Bus_Zip»

«Class_Name» Member

DUE DATE: February 5, 2001

- ◆ The dues amount below reflects your current membership status. If your situation has changed or you have questions concerning your membership, please call Beth Weachter at 717/909-8901 or 888/772-7900.
- ◆ Professional association dues may be deductible for federal income tax purposes as ordinary and necessary business expenses. However, the percentage of your dues attributable to lobbying activities is not deductible. This percentage will be announced under separate cover.

SPRING SCIENTIFIC MEETING
 FRACTURES: NEW IDEAS FOR COMMON PROBLEMS
 APRIL 25-28, 2001
 Fontainebleau Hilton, Miami, FL

For more information call Beth Weachter at 717/909-8901 or 888/772-7900

✂-----

DETACH AND RETURN WITH PAYMENT

2001 MEMBERSHIP DUES.....AMOUNT DUE: \$350

Enclose Check Made payable to Pennsylvania Orthopaedic Society

OR

Pay by VISA, MC or AX and fax this invoice to POS at 717/909-8906

Card Number: _____ EXP: _____

Cardholder Name _____

«First_Name» «Middle» «Last_Name» «Title»

«Bus_Address_1»

«Bus_City», «Bus_State» «Bus_Zip»

**Pennsylvania Orthopaedic Society
500 North 3rd St, 11th Floor
Harrisburg, PA 17101-1111**



PENNSYLVANIA ORTHOPAEDIC SOCIETY

500 North Third Street 11th Floor, Harrisburg, PA 17101-1111 717/909-8901 FAX:
717/909-8906 pos@paorthosociety.org

2001 MEMBERSHIP DUES INVOICE

«First_Name» «Middle» «Last_Name», «Title»

«Bus_Address_1»

«Bus_City», «Bus_State» «Bus_Zip»

«Class_Name» Member

**FINAL
NOTICE**

- ◆ The dues amount below reflects your current membership. If your state has changed or you have questions concerning your membership, please contact Storbeck at 717/909-8901 or 888/772-7900.

**WARNING:
Failure to submit
payment will result in
cancellation of your
membership.**

- ◆ Professional association dues may be deductible for federal income tax purposes as ordinary and necessary business expenses. However, the percentage of your dues attributable to lobbying activities is not deductible. This percentage will be announced under separate cover.

SPRING SCIENTIFIC MEETING
FRACTURES: NEW IDEAS FOR COMMON PROBLEMS
APRIL 25-28, 2001
Fontainebleau Hilton, Miami, FL
For more information call Beth Weachter at 717/909-8901 or 888/772-7900

✂-----

DETACH AND RETURN WITH PAYMENT

2001 MEMBERSHIP DUES.....AMOUNT DUE: \$350

Enclose Check Made payable to Pennsylvania Orthopaedic Society

OR

Pay by VISA, MC or AX and fax this invoice to POS at 717/909-8906

Card Number: _____ EXP: _____

Cardholder Name _____

«First_Name» «Middle» «Last_Name» «Title»

«Bus_Address_1»

«Bus_City», «Bus_State» «Bus_Zip»

**Pennsylvania Orthopaedic Society
500 North 3rd St, 11th Floor
Harrisburg, PA 17101-1111**

WHAT HAVE WE DONE FOR YOU LATELY...?

- Fighting the medical malpractice crisis with a public relations campaign
- Lobbying by top firm on vital issues – malpractice, workers’ compensation, and reimbursement
- Two CME meetings per year offering an average of 15 credits each
- Fighting physical therapist direct patient access
- Developed residency awareness committee
- Provide your patients with information on how to communicate with their legislators about Pennsylvania’s hostile environment, including addresses, sample letters
- Provide annual workers’ comp fee schedule
- Advocate for CAT Fund privatization
- Fighting to end fee discounting in the workers’ comp marketplace
- 5th edition IRE certification

For more information contact POS at 888/772-7900

**PLACE ON THE REVERSE SIDE
OF 4TH AND FINAL DUES
NOTICE.**

**MEMBERSHIP
DUES INCREASE
LETTER**



Georgia Orthopaedic Society, Inc.

December 20, 2000

GOS Members:

As the newly elected Secretary/Treasurer of our state orthopaedic society I wanted to update you on several developments that will require an increase in the level of our dues for the 2001 year.

Beginning in 1998 the AAOS embarked on a mission to energize the state societies. They did this because they understand that many of the changes in medicine and the ability to remedy the problems rest at the state legislative level and not the national level. The AAOS created a state society committee, which generated a list of activities they strongly urged the state societies to implement. These include:

- Development of a web site
- Publish a newsletter
- Create the position of executive director and make it a full time paid position
- Develop a legislative liaison committee that can effectively work with our state legislature.

After carefully evaluating the last bullet point and after an extensive search with the help of Tom Price, M.D., we chose to hire Omni Resources to represent the Society during the last legislative session. With the implementation of the above-mentioned activities, we have projected a \$30,000 budget shortfall for fiscal year 2001. The Board of Directors has taken some of the following steps to eliminate this projected shortfall:

- The board has secured a line of credit personally guaranteed by the members of the board to cover any temporary shortfall that may occur while the dues are coming in.
- We undertook an aggressive membership campaign last year to increase the number of dues paying members which was quite successful in bringing on three times the number of new members we usually get.
- We added two additional sponsors for this year's annual meeting.
- We solicited voluntary donations from our emeritus members and almost half of them responded generously, and, for that, we are deeply grateful.

We feel a dues increase of \$100 would bring the society back into sound financial standing for the foreseeable future. The dues would be \$250 for the upcoming year. \$100 of this will not be tax deductible, as this \$100 will go towards our lobbying activity in the state legislature.

Your Board will continue to work carefully at ways of continued income enhancement such as the possibility of selling advertising on our web site, or possibly establishing different levels of corporate sponsorship to promote net increased corporate giving.

The mission of the Georgia Orthopaedic Society for years has been one of education and collegial socialization. We are at a pivotal point: We can continue as we are remaining relatively disengaged the the political process, or we can expand our mission in a substantial way so that we can continue to represent the interests of orthopaedists in this state in a proactive and aggressive fashion. Your board strongly endorses the AAOS recommendations. This will require the above mentioned dues increases and an increased level of voluntary effort by many of our members.

I look forward to your comments and constructive thoughts regarding this growth process.

Best Regards,

**MEMBERSHIP
DUES COLLECTION
TELEPHONE CALL
SCRIPTS**

**PENNSYLVANIA ORTHOPAEDIC SOCIETY
MEMBERSHIP DUES COLLECTION CALL SCRIPTS**

Hi (Office Manager), How are you?

My name is _____ and I am calling on behalf of the _____ Society regarding Dr. _____'s membership. Dr. _____ has been a member of our society for ___ years. I am sure it was just an oversight but his/her dues have not been paid. We are at the time of year when we close out the dues and drop unpaid members but we wanted to check with you first.

Do you have a credit card number you can give me over the phone?

Usually at this point, they may supply a credit card number or ask you to send another notice. Fax it immediately to the person with whom you spoke. Since payment of your Society's dues is always very low on the office manager's list of priorities, it is important that they receive the invoice while it is fresh in their mind. Personalize the fax cover with their name and thank them for helping you.

OR

Good morning, may I please speak to the office manager? (Hopefully you will have the office manager's name in your database.)

Hello, (OM), this is _____ calling from the _____. Dr. _____ is a member of our organization. I'm certain this is just an oversight, however, we have not received his dues for 2001. We are closing out our records for the year and before terminating his membership, we wanted to check with your office and send another notice if necessary.

Do you have a credit card number you can give me over the phone?

Usually at this point, they may supply a credit card number or ask you to send another notice. Fax it immediately to the person with whom you spoke. Since payment of your Society's dues is always very low on the office manager's list of priorities, it is important that they receive the invoice while it is fresh in their mind. Personalize the fax cover with their name and thank them for helping you.

**MEMBERSHIP
TERMINATION
LETTER**

November 15, 2001

«First_Name» «Last_Name» «Suffix» «Title»
«BusOrg_Name»
«Bus_Address_1»
«Bus_Address_2»
«Bus_City» «Bus_State» «Bus_Zip»

Dear Dr.«Last_Name»:

As Membership Chairman of the Pennsylvania Orthopaedic Society (POS), I am writing to inform you that your membership in the Society has been terminated, as of November 1, 2001, for non-payment of dues. In accordance with our by-laws, we have mailed numerous notices over that past year with no response from you or your office.

The POS has been consistently active on your behalf to protect and to advance the practice of orthopaedic surgery in Pennsylvania. Ongoing projects this year have included a public relations campaign for reform of Pennsylvania's malpractice system. We need the statewide support of all Pennsylvania orthopaedists in order to maintain our legislative efforts.

The Society deeply regrets losing you as a member and hopes that you will reconsider your decision. If you have any questions about your membership in POS, please contact Amanda Storbeck at 888/772-7900.

Very truly yours,

_____, MD
Membership Chairman

MEMBER SURVEYS

MOS Survey of Emergency Department Call

Please complete this brief survey on ER call and return to Pam Dietrich, Executive Director, P.O. Box 475, Northville, MI 48167. Your prompt response would be greatly appreciated. We will publish results in the December MOS newsletter. The MOS will be requesting information on various issues from time to time to keep all members aware of new issues in Michigan practices.

1. Do you take ER call? _____

2. If the answer is "no" to question 1, please just mail back the survey.

3. Are you required by your hospital to take call?

4. How frequently do you take call? _____

5. Are you paid to take call? _____

By the hospital? _____ Or by? _____

6. Are you paid by the day or paid per encounter? _____

7. Are you reimbursed for your time and materials to treat these patients?

If yes, by the hospital? _____

By insurance? _____

By private pay? _____

Name _____ or you may leave blank.

Thank you for returning our survey to the above address.

MEMBERSHIP SURVEY

The Georgia Orthopaedic Society's mission has been one of education and collegial socialization since its beginning. During the past two years, however, The Georgia Orthopaedic Society has taken several steps to expand our mission to represent the interests of orthopaedics in the state's legislative arena in a proactive and aggressive fashion. The AAOS has strongly urged all state societies to implement activities to support this new mission since the ability to remedy problems in medicine rests at the state legislative level. As a result of this growth of the Society, there has been a demand for a dues increase. The GOS Board of Directors would like to offer the membership a voice in these changes by asking that you complete this survey. Please return the completed survey to Sherri Hill, Executive Director, Georgia Orthopaedic Society, 125 Tennyson Trail, Macon, Georgia, 31210, by March 1, 2001.

1. Should The Georgia Orthopaedic Society continue its involvement in the political arena in an effort to represent the interests of orthopaedics in Georgia in a proactive fashion?
YES _____ NO _____ NO OPINION _____
If no, please explain _____

2. If yes, do you agree that the Society should continue to employ a lobbyist to best represent the Society's interests?
YES _____ NO _____ NO OPINION _____
If no, please explain _____

3. Do you understand that employing a lobbyist requires an increase in dues to cover the retainer fees and expenses and accept this increase knowing that your medical interests are better represented as a result of it?
YES _____ NO _____ NO OPINION _____
If no, please explain _____

4. Would you be willing to serve on the Society's legislative committee? This committee will meet once or twice a year and would be responsible for working with the lobbyist in an effort to inform the membership of legislative issues and to raise funds for legislators.
YES _____ NO _____

5. Due to the growth of the Society, the Board of Directors is in the process of establishing a Finance Committee that would meet once or possibly twice a year prior to the Annual Meeting in October. Would you be interested in serving on the Finance Committee?
YES _____ NO _____

Please take this opportunity to express any changes that you would like for the Board of Directors to consider in the management / operation of the Society. _____

NAME _____
(Your name is not necessary unless you would like to volunteer for one of the committees.)

West Virginia Orthopaedic Society

Est. 1986

President

David L. Waxman, MD
600 Davisson Run Rd.,
#102 Clarksburg, WV
26301
304.623.5000

Vice President

Luis E. Bolano, MD
2828 First Avenue, Suite
400 Huntington, WV
25712
304.525.6905

Secretary-Treasurer

Clark D. Adkins, MD 100
Tracy Way Charleston,
WV 25311
304.343.4583

Immediate Past

President *Frederic H.*
Polock, MD 100 Tracy
Way Charleston, WV
25311
304.343.4583

AAOS Councilor

William G. Sale, III, MD
100 Tracy Way
Charleston, WV 25311
304.343.4583

Membership Chairman

Greg B. Krivchenia, MD
First Settlement
Orthopaedics 1812
Garfield Avenue
Parkersburg, WV 26101
304.422.3041

Program Chairman

Tony C Majestro, MD
415 Moms Street, Suite
104 Charleston, WV
25301
304.343.4691

Ex-officio Member

I. David Blaha, MD
WVU Dept. of
Orthopedics PO Box 9196
Morgantown, WV 26506
304.293.3201

Executive Director

Diane Slaughter, APR PO
Box 13604 Charleston,
WV 25360
304.984.0308 (phone)
304.984.3718 (fax)
info@homesteadlane.com

August 30, 2001

Dear West Virginia Orthopaedic Specialist:

As you are certainly aware by now, many practitioners in West Virginia are having trouble securing adequate malpractice insurance at affordable rates, if it can be secured at all. The West Virginia Orthopaedic Society is beginning to explore the details of the problem so we can work toward an equitable solution for our patients and our practices.

We are seeking to get certain important messages to our patients, the general public, legislators and regulators. Few practitioners can afford insurance premiums that double every few years and have exorbitant "tails." The probability of being sued in West Virginia is high; however, even one lawsuit in a career that results in no monetary award can lead to cancellation of insurance for the "cost of defense." We are not seeking price reductions, but rather rate stability and insurance availability.

Perhaps the important phrase for physicians, patients and others to understand is: We need affordability and availability.

To begin exploring the problem as it relates specifically to orthopaedists, I'm asking you to complete the survey on the back of this page and return it in the enclosed postage-paid envelope within five days. The information will remain confidential and tabulations will be based on broad categories that will not be individually identifiable.

If you are interested in meeting with the media or contacting a legislator, please be sure to include your name.

Again, this is a problem that impacts our practices, our patients, our communities and the future of health care and jobs in West Virginia. Please help us by responding to the survey as soon as possible.

Sincerely,

West Virginia Orthopaedic Liability Questionnaire

(Please respond within five days.)

1. Name: _____ Age: _____
(Optional)
- II. Years practicing in West Virginia: _____ Total years in practice: _____
- III. Location of practice: City: _____ Country: _____
- IV. Lawsuit history:
- A. Total lawsuits:
1. Nuisance suits: _____
 2. Suits settled out of court: _____
 3. Decided in your favor: _____
 4. Judgement Awards: _____
 - a. Amount(s)/Year(s): _____
- VI. Total liability (malpractice) premium costs and coverages:
- A. Premium Costs:
- 2001: _____
 - 2000: _____
 - 1996: _____
- B. Coverage limits:
- \$1M - \$3M: _____
 - Other (please specify) _____
- VII. Future plans
- A. Ride it out: _____
- B. Move out of state: _____
- C. Retire early: What calendar year: _____ What age: _____
- D. Move across state border: Entire practice: _____ Portion of practice: _____
- E. Alteration of practice: Drop high risk cases: _____ Office practice only: _____
Other (please specify): _____
- VIII. Residents only
- A. Do you plan to practice in West Virginia: Yes _____ No _____
- B. If no, is liability (malpractice) insurance a factor: Yes _____ No _____
- VIII. Would you be willing to be interviewed by media? Yes _____ No _____
- IX. Would you be willing to discuss this problem with legislator(s)? Yes ___ No ___
- A. Who: _____
- B. Who: _____
- C. Who: _____
- D. Who: _____
- E. Who: _____

Thank you for your assistance in completing this survey!



North Carolina Orthopaedic Association

Member Survey Study Summary Report

Number of Respondents _____

1. Please rate the below services using an X for poor, average, good or not applicable (N/A).

	Poor	Average	Good	N/A
a. Member retention				
b. Membership growth rate				
c. Member to Non-member Ratio				
d. Members Attending Annual Meeting				
e. Members Active in Legislative Matters				
f. Member awareness of critical NC healthcare issues				
g. Participation of Orthopaedic Residents				

2. Please rate the below value-added services that NCOA could consider offering members. Use an X to indicate your rating.

	Low Value	Moderate Value	High Value
a. On-Line CME			
b. On-Line Patient Education			
c. On-Line Practice Locator Map			
d. On-Line Patient Referral Network			
e. On-Line Job Placement Services			
f. Centralized Equipment/Supplies Purchasing			
g. Personal/Practice Insurance Contracting (Malpractice, Disability, etc.)			
h. Practice Management Analysis			
i. Strategic Planning Assistance			
j. Management Information Systems Support			
k. Website Development			

3. Should the NCOA, through the NC Orthopaedic Political Action Committee (PAC), take a proactive role on the following NC issues? Place an X for either Yes, No, or Uncertain.

	Yes	No	Uncertain
Tort Reform			
Workers Compensation Fee Schedule			
Managed Care Regulations			
Certificate of Need Reform			
Scope of Practice			
Other Issues:			

4. NCOA is seeking to upgrade member communications through use of Internet and email technologies.

Please respond to the below questions, providing comments where requested.

a. Have you visited the NCOA website? (www.ncortho.org) Yes ___ No ___

If Yes, approximately how many times _____

b. Do you currently maintain an email address? Yes ___ No ___

If Yes, please provide the address _____

If No, do you plan to establish an email address within the next
 ___ 6 Months ___ Year or ___ Uncertain ___ Never

c. If you have or plan to have an email address would you want it published on the NCOA Website? ___ Yes ___ No

If Yes, in which of the following NCOA website access sections would you want your email address located: .
 ___ public section ___ member section ___ both sections

d. Do you have a personal website that you would like to link with your NCOA web membership information?
 ___ No ___ Yes If Yes, the URL is _____

e. Does your practice/office/department maintain a website that you would try to link with your NCOA web membership information?

___ No ___ Yes If Yes, the URL is _____

If Yes to the above (d) which NCOA website access section would you want the link to be Located?

___ public section ___ member section ___ both sections

f. Would you be Interested in having access to a NCOA web discussion group? Yes ___ No ___

g. If NCOA were to establish on-line access for completing new member applications, hotel/annual meeting registration forms, etc. how would you prefer to access?

_____ Download a pdf file w/Acrobat Reader _____ Either method
 _____ Complete and submit entirely on-line _____ Neither method, prefer regular mail

4. Please provide additional comments which you believe will assist NCOA in best supporting member needs and interests through new or improved services/programs.

**STATE ORTHOPAEDIC
SOCIETY
STRATEGIC PLANS**

CALIFORNIA ORTHOPAEDIC ASSOCIATION

PROPOSED STRATEGIC PLAN

Mission Statement

The mission of the California Orthopaedic Association (COA) is to promote the highest quality musculoskeletal care for patients regardless of gender, ethnicity, or race and to represent the medical practice interests of California orthopaedists. COA will educate the public, provide professional education programs, and advocate policies that will ensure quality musculoskeletal care in California.

Vision Statement

The California Orthopaedic Association will be recognized as the premiere organization that represents the interests of orthopaedists and musculoskeletal patients in California.

Strategic Directions

Goal 1. Professional Education

Provide high quality educational programs for orthopaedists, allied health professionals, and individuals involved in the management of injured workers.

Provide support and encouragement to assist individuals who otherwise would not attend COA's educational courses.

Goal 2. Public Education

Promote orthopaedic surgeons and the specialty of orthopaedics to the public.

Educate the public on musculoskeletal injuries and injury prevention.

Goal 3. Musculoskeletal Care and Patient Satisfaction

Create and foster coalitions with public officials, other medical organizations, insurers, health professionals, and consumer groups that will protect patients' access to appropriate musculoskeletal care.

Develop mechanisms to help orthopaedic surgeons, insurers, and employers maintain and improve patient satisfaction.

Goal 4. Maintain an Effective Organization

Periodically assess the concerns of California orthopaedists in order to maintain effective communication, the relevancy of the organization, and to encourage their participation.

Develop and maintain a mechanism for identifying and training future COA leaders.

Maintain an affordable dues structure while ensuring fiscal stability.

Utilize the experience gained by COA members from their involvement in the AAOS and other organizations.

Goal 5. Practice Management

Collect and disseminate information on practice trends impacting California orthopaedists and their practice.

Promote programs to increase the efficiency of members' practices.

Goal 6. Health Policy

Preserve tort reform in California.

Develop working relationships and lines of communication with state public officials, consumer groups, medical associations, and third party payors.

Oppose health delivery systems that erect barriers between patients and access to orthopaedists.

Protect musculoskeletal services from being fragmented by managed care entities.

Advocate for collective negotiation.

Goal 7. Cohesiveness in Health Care Systems

Exert a leadership role among state orthopaedic associations, the Western Orthopaedic Association, the American Academy of Orthopaedic Surgeons and the California Medical Association.

Promote an atmosphere and organizational culture that will foster cooperation, understanding, and the pursuit of a common cause within the California orthopaedic community.

Evaluate and facilitate working relationships between orthopaedic surgeons, hospitals and health care systems.

Approved 11/3/01
Reviewed 11/9/02 – no changes
Reviewed 11/8/03 and updated

New York State Society of Orthopaedic Surgeons

Strategic Plan

I. Adopted November 11, 2000

Mission:

The New York State Society of Orthopaedic Surgeons (NYSSOS) seeks to represent all orthopaedic surgeons of New York State. To accomplish this, the NYSSOS will seek to recruit and retain all orthopaedic surgeons in New York State as members of the Society. The NYSSOS will insure efficient and effective communication between and among orthopaedic surgeons, advocate for positions that permit orthopaedic surgeons to provide the highest quality of care for patients, foster and develop relationships between orthopaedic surgeons and their state elected representatives and provide educational opportunities that will make members' practices more effective and efficient.

Vision:

The NYSSOS will be the premier state organization that will provide value-added services and products to all of its members so that orthopaedic surgeons throughout the state will want to belong to the organization. Orthopaedic surgeons will know that their involvement is critical to the success of the NYSSOS' mission; therefore, they will want to actively participate in the activities of the NYSSOS, recognizing that their practices will be enhanced by such participation.

Goal 1.0 Membership

Encourage and develop recruitment and retention of members.

Strategic Directions

- 1.1 Establish dialogue with the state department chairman to pursue membership recruitment.
- 1.2 Solicit potential members from the local level of orthopaedics.
- 1.3 Demonstrate the value of NYSSOS membership.
- 1.4 Develop a member prospect list and recruit.
- 1.5 Utilize the BOC New Fellows program and follow-up (mentoring, leadership and workers) to recruit and retain members.
- 1.6 Develop practice enhancement education programs for young members.
- 1.7 Conduct regular and continuing member needs assessments.
- 1.8 Develop member/non-member meetings in which the value of NYSSOS membership is demonstrated.
- 1.9 Develop a written member-retention plan that is reviewed and updated on an annual basis.

Goal 2.0 Communications

Develop regular communications programs and procedures for members and non-member orthopaedic surgeons that are issue-orientated, rapid in response, and designed to provide efficient and effective information and knowledge to orthopaedic surgeons in New York State.

Strategic Directions

- 2.1 Establish electronic communications vehicles such as listservs and faxes for members and non-members.
- 2.2 Develop and distribute a member newsletter that is published 4 times per year.
- 2.3 Create a triage protocol that the president could utilize when delegating problems and issues for committee address and resolution.
- 2.4 Create a “NYSSOS look” for all publications.
- 2.5 Advise the membership of member promotions, appointments, awards, honors, etc...
- 2.6 Develop an electronic quick-survey of member opinion utilizing fax-back and e-mail.
- 2.7 Update the member and non-member database with e-mail addresses.
- 2.8 Develop an alliance or partnership with the AAOS public relations program.
- 2.9 Create strategies and tactics by which members will have the resources and knowledge to efficiently and effectively be in contact with their state elected representatives.

Goal 3.0 Organizational Matters

Create a flexible, rapid-response organizational structure that builds upon a strong internal structure, encourages development of future leaders, and reaches out to related national, state and local medical organizations.

Strategic Directions

- 3.1 Redesign the meetings of the Board of Directors so that it functions as a deliberative body that acts on what on needs to address.
- 3.2 Make the Executive Committee more functional between board meetings.
- 3.3 Create a sound financial base for the organization.
- 3.4 Utilize telephone technology to conduct frequent meetings of the Executive Committee and other committees.
- 3.5 Assign new members to committees so that they can begin to develop a link with the NYSSOS.
- 3.6 Develop an annual work program for the NYSSOS that is driven by and supports the NYSSOS Strategic Plan.
- 3.7 Do an annual review of accomplishments of the NYSSOS and develop directions for the coming year.
- 3.8 Perform an annual review of the strategic plan and update it as required.
- 3.9 Develop and conduct programs aimed at identifying and developing future NYSSOS leaders.

Goal 4.0 Advocacy

Function as an advocacy organization on behalf of New York orthopedists in order to influence legislation and create a public awareness of what orthopedists do and the issues they face that could adversely affect the quality, timeliness and comprehensiveness of musculoskeletal care to patients.

Strategic Directions

- 4.1 Conduct a “Legislative Day” to coincide with a time when legislators are in their home offices.
- 4.2 Conduct lobbying activities for state legislation favorable to members.
- 4.3 Develop local initiatives and partner with patient advocacy groups to advance the agenda of both.
- 4.4 Develop issue-orientated fact sheets for use by individual legislators and members.
- 4.5 Develop skills among the members so that they may become effective in local lobbying.
- 4.6 Develop programs by which individual members can write personal letters to their legislators to address orthopaedic concerns and positions on various issues.
- 4.7 Consider an “Albany State Legislative Day” combined with an annual meeting of the NYSSOS.
- 4.8 Pursue the collective bargaining initiative to the extent of its legality.
- 4.9 Strengthen and nurture the NYSSOS PAC.
- 4.10 Partner with state organizations with like interests (e.g. coalitions).

Goal 5.0 Member Education and Support

Encourage and support programs that assist members in positioning themselves as the most qualified caregiver for musculoskeletal diseases and their prevention and advocate for patient wellness.

Strategic Directions

- 5.1 Identify and “Issue for the Year” and provide educational and informational experiences related to the Issue.
- 5.2 Investigate partnering opportunities to provide educational experience for the members (CME).
- 5.3 Develop mechanisms by which individual orthopaedic surgeons could address specific problem-solving issues as they relate to clinical practice management, legal, financial and other matters expressed as needed by the membership such as:
 - Peer counseling
 - Professional programs by attorneys, CPA’s
 - Financial estate planning
- 5.4 Partner with the AAOS public relations program to foster knowledge and understanding of orthopaedic surgeons.
- 5.5 Identify and implement public relations opportunities for the NYSSOS activities.

- 5.6 Provide public education and public relations tools to the local orthopaedic surgeon with the support of the AAOS.
- 5.7 Encourage the use of the AAOS patient education web site.
- 5.8 Develop, for the membership, an electronic library that will enable members to access relevant information and knowledge on specific priority interests and concerns of the membership (example: Safe Harbors).

**STATE ORTHOPAEDIC
SOCIETY
BY-LAWS**

Tennessee Orthopaedic Society By-Laws

(As Amended on August 29, 1997)

ARTICLE I

Officers

Section 1. The officers of the Society shall consist of a President, Vice President and Secretary/Treasurer.

Section 2. Each officer shall serve for a two year term of office or until a successor has been duly elected, appointed or automatically advanced to the next higher office as hereinafter provided. The President and Vice-President are ineligible for re-election to succeed themselves. The Secretary/Treasurer shall be eligible for re-election to succeed himself or herself. but shall serve no more than four years in office.

Section 3. Election of the officers shall be held at the Annual Meeting, and officers shall be elected by a majority of those members present and voting. No proxy vote, by a member otherwise entitled to vote who is not present at that business session, shall be allowed.

The term of office of those elected during the period of the Annual Meeting shall commence at the time the Vice-President succeeds to the office of President.

Section 4. At each annual meeting, a nomination committee appointed by the President, shall present nominees for officers during the business session. Additional nominations may be made from the floor.

ARTICLE II

Duties of the Officers

Section 1. President

The President shall preside at all meetings of the Society and its Executive Committee.

He shall appoint any special committee which is not provided for in the By-Laws or by action of the Executive Committee, and its term of appointment shall be three years and staggered to insure continuity unless otherwise provided.

He shall, by appointment and with approval of the Executive Committee, fill any vacancy that may occur among the elected officers with the exception of the Vice-President.

In the event of any contingency not covered by the By-Laws, the President shall be in power to act.

Section 2. Vice-President

The Vice-President shall, in the absence of the President or upon his request, perform all the duties of the latter.

The Vice-President shall succeed to the office of the President during the period of the Annual Meeting or in the event of death, inability or refusal to act for the President.

In the event that the Vice-President succeeds to the office of President by any reason other than natural succession by expiration of the current President's term, the Vice-President shall serve

for the remaining unfilled term of the replaced President, and further serve for the one year term of office as President that he or she would have succeeded to if the current President had fulfilled his or her term of office.

The Vice-President shall serve as Chairman of the Membership Committee.

Section 3. Secretary/Treasurer

The Secretary/Treasurer shall keep the minutes of all meetings of the Society.

They shall keep a record of the names of the members, guests and visitors at the meetings.

They shall conduct all official correspondence of the Society and shall inform the members of the dates and arrangements of all meetings.

They shall notify applicants of their election to membership.

They shall be custodian of the funds of the Society and shall give a report at the Annual Meeting detailing the financial status of the Society.

They shall be responsible for the historical records of the Society and shall keep an account of its activities.

They shall be provided with a copy of the minutes of the regular meetings, copies of the minutes of the special meetings and copies of the reports of the Committees.

They shall forward a report of the Annual Meeting to the editors of the Journal of the American Medical Association and to the Journal of Bone and Joint Surgery.

They shall file the necessary report of income and expenditures to the Department of Internal Revenue in order to maintain the tax exempt status of this Society.

They shall assist the officers and committees in maintaining a continuity of all discussed proposals, problems and programs.

ARTICLE III - Committees

Section 1. Executive Committee

The Executive Committee shall be composed of the President, Vice-President, Secretary/Treasurer and the immediate past President of the Society.

The Executive Committee shall be the administrative authority of the Society and shall supervise its activities.

The Executive Committee may invite any member of the Society to participate in a given meeting. The Executive Committee shall hold a meeting at such times as the President may designate.

The Executive Committee shall approve reasonable and suitable expenses of the Secretary/Treasurer and the committees throughout the year.

The Executive Committee shall authorize the Secretary/Treasurer to pay expenses of guest speakers. The Executive Committee may exempt payment of annual dues for proper cause.

The Executive Committee, by a majority vote, may exercise the decision of forfeiture of membership, censure or reprimand in accordance with the procedure in Article VI, Section 1 of the Society By-Laws.

The Executive Committee shall be empowered, by a majority vote, to defer or reject an applicant for membership.

Section 2. Membership Committee

The Membership Committee shall consist of the President, Vice-President and Secretary/Treasurer. The Vice-President shall serve as Chairman of the Membership Committee.

The Society Membership Committee shall receive all new applications into the Society by June 15 for consideration and action at each following Annual Meeting.

The Membership Committee shall review the qualifications of the applicants for membership.

The names of each nominee shall be sent to the membership at least four weeks prior to the Annual Meeting and shall be voted on for membership at that same Annual Meeting.

The Membership Committee shall consider and investigate all charges and complaints brought against a nominee or a member and shall report to the Executive Committee its recommendations.

Section 3. Program Committee

The Program Committee shall consist of the President, Vice-President, Secretary/Treasurer and members appointed at the discretion of the President in their coincident region.

The Program Committee shall arrange a scientific program for the Annual Meeting.

Section 4. Constitution and By-Laws Committee

The function of the Constitution and By-Laws Committee is to study proposed changes and amendments of the Constitution and By-Laws submitted in writing to the Secretary/Treasurer and signed by three members of the Society.

The recommendations of this committee shall be forwarded to the Executive Committee and shall be circulated to the regular membership in advance of the Annual Meeting.

The Committee shall be composed of one member each from the grand division of the State of Tennessee, an appointed for a three year term by the Executive Committee.

Section 5. Special Committees

The President shall appoint any special committee which is not provided for in the By-Laws or by action of the Executive Committee, and its term of appointment shall be determined by the President.

ARTICLE IV - Meetings

Section 1.

The Society shall meet separately from the TMA for its major annual Scientific Meeting.

Section 2.

The Annual Meeting shall consist of a Business Meeting and a Scientific Session to be planned by the Program Committee, including any guest speakers invited by them.

Section 3.

The Business Meeting and the Scientific Session shall be held at a time determined by the Executive Committee. The Business Meeting and Scientific Session will be open to members of the Tennessee Orthopaedic Society. The Scientific Session will be open to invited guests as determined by the Executive Committee.

Section 4.

The Nominating Committee report and election of officers shall be the first order of new business at the Annual Meeting.

Section 5.

In the case of the absence of the President from the Annual Meeting, the Vice-President shall preside. The Secretary/Treasurer shall preside at the Annual Meeting, if both the President and Vice-President are absent.

Section 6.

Roberts' Rules of Order shall be the authority in the conduct of meetings.

Section 7.

Special meetings of the Society may be called by the Executive Committee. The purpose of these meetings and the subjects to be discussed shall be indicated in the notification of the time and place of the meeting by the Secretary/Treasurer.

ARTICLE V

Categories of Membership and Their Qualifications

Section 1. Active Members

Candidates for membership in the Society must have graduated from a Class A medical school. Candidates must limit their practice exclusively to orthopaedic surgery. The candidate must be in active practice one year in Tennessee before becoming eligible for membership.

Candidates must conduct their practice in line with the principles of the medical ethics stated by the American Medical Association.

Membership shall be by invitation of the Society. The name and qualifications of the nominee for membership shall be submitted by a member of the Society and accompanied by a letter of recommendation of a second member of the Society. The application and two letters of recommendation from members of the Tennessee Orthopaedic Society must be forwarded by June 15 prior to the Annual Meeting.

The application for membership shall be submitted to the Membership Committee by June 15 prior to the Annual Meeting. The approved application shall be reviewed by the Membership Committee and the names of the candidates sent, at least four weeks prior to the Annual Meeting, to the membership of the Society. The names of the candidates will be presented at the Annual Meeting and voted upon by the membership at that time. Election to membership in the Society shall be by two-thirds vote of the members present at the Annual Meeting.

Section 2. Emeritus Membership

Active members who have reached the age of 65, who are disabled from practice or have retired from active orthopaedic practice, can apply for Emeritus Membership.

Emeritus members can attend all meetings, but will have no vote in the business of the Society. All dues will be waived for Emeritus Members.

Section 3. Honorary Members

A person can be voted into Honorary Membership at the Annual Meeting on the recommendation of the Executive Committee. Dues shall be waived for Honorary Members. Members with this status do not have voting rights.

Section 4. Resident and Fellow Members

Resident and Fellow Membership is based on being a Resident or Fellow in the three orthopaedic training programs in the State of Tennessee and by the recommendation of the training program chairperson. No dues requirements or voting rights are given.

Section 5. Affiliate Members

Affiliate Membership status is available to Physiatrist and Occupational Medicine Specialists. They should be in practice in the State of Tennessee and be associated with an orthopaedic practice for a period of one year, and shall be admitted by invitation of the Society.

The name and qualifications of the nominee, for membership, shall be submitted by an active member of the Society and accompanied by a letter of recommendation of a second member of the Society by June 15 prior to the Annual Meeting. This membership category carries no voting status and is not eligible for Office. Dues will be the same as for an active member.

ARTICLE VI Forfeiture of Membership

Section 1.

Any member may be dropped from membership by the Executive Committee for immoral or unethical conduct or for failure to continue Orthopaedic Surgery exclusively after becoming a member in the Society, provided that the member in question has been informed in writing by registered mail of the impending action and given an opportunity to appear in their own behalf before the Executive Committee.

Section 2.

Any member failing to pay dues by the end of the calendar year without adequate explanation shall have a penalty as determined by the Executive Committee, which will thus be attached to the membership dues. Any member in arrears for two years, without adequate explanation, shall be dropped from the membership on approval of the Executive Committee. No member shall be dropped from membership for nonpayment of dues until three months have elapsed from the time they are notified by registered mail of their impending loss of membership.

Section 3.

All complaints or charges relative to a member which are received in writing shall be first referred to the Membership Committee. The Membership Committee shall call such investigation as it deems necessary and shall report to the Executive Committee its recommendations.

ARTICLE VII

Amendment to the Constitution and By-Laws

Section 1.

Proposed amendments to the Constitution and By-Laws must be presented in writing to the Secretary/Treasurer and signed by three members of the Society.

Section 2.

Proposed amendments to the Constitution and By-Laws will be submitted to the Constitution and By-Laws Committee.

A copy of the proposed amendments to the Constitution and By-Laws shall be sent to each member at least one month before the Annual Meeting.

The recommendations of the Constitution and By-Laws Committee shall be read at the Annual Meeting. A two-thirds majority of those present and voting shall be required to pass an amendment to the Constitution and By-Laws.

ARTICLE VIII

Member Code of Ethics

Section 1.

The American Academy of Orthopaedic Surgeons (AAOS) Code of Ethics for Orthopaedic Surgeons, as Amended December, 1995, will serve as the official code for the Tennessee Orthopaedic Society.

By-Laws Prepared in Revised and Approved Form : September 26, 1997

[http://www.tosweb.org/Administration BY-LAWS-web. htm](http://www.tosweb.org/Administration%20BY-LAWS-web.htm)

12/30/2003

**STATE ORTHOPAEDIC
SOCIETY
NEWSLETTERS**

To view the most current edition of the state orthopaedic society newsletters please go to the following websites:

California Orthopaedic Association – www.coassn.org

Connecticut Orthopaedic Society – www.ctortho.org

Eastern Orthopaedic Association – www.eoa-assn.org

Florida Orthopaedic Society – www.fos-society.com

Idaho Orthopaedic Society – www.idorthosoc.org

Illinois Association of Orthopaedic Surgeons – www.ilortho.org

Indiana Orthopaedic Society - www.iosociety.org

Massachusetts Orthopaedic Association – www.massortho.org

Michigan Orthopaedic Society – www.mi-os.org

North Carolina Orthopaedic Association – www.ncortho.org

Oklahoma State Orthopaedic Society – www.osos.us

South Carolina Orthopaedic Association – www.scoanet.org

Tennessee Orthopaedic Society – www.tosweb.org

Utah State Orthopaedic Society – www.utahortho.org

Virginia Orthopaedic Society – www.vos.org

Western Orthopaedic Association – www.woa-asn.org

Wisconsin Orthopaedic Society – www.wosociety.org

**NOTICE TO
COLLECT
MEMBERSHIP
E-MAIL ADDRESSES**

For Societies That Require Ballots

Date:

Dear Dr. _____

As you know, the Society survives by periodically renewing our membership. Each year we ask all our members to submit names of Orthopaedic surgeons who would be an asset to our Society. Those nominations are due by _____. Once the nominations have been received, the membership committee will review them.

Submit your nominees with a letter of recommendation to _____ Headquarters at the address listed on the bottom of this letter.

Final ballots will be mailed March 1, 2003. Voting must be completed by _____.

If a nominee passes the membership committee, his or her name will be submitted to a vote by the membership. The nominee is not asked to complete a membership application until he or she has passed all the hurdles. Therefore, there is no work required by the nominee until they are accepted and no chance for the embarrassment of being turned down after they have applied.

Please submit nominees. We need young and energetic new members. The survival of our organization depends on it

_____, M.D.
Membership Committee Chairman