# Orthopaedic Society Membership Manual

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Membership recruitment and retention has always been an important issue facing orthopaedic societies. Orthopaedic societies are finding it increasingly difficult to attract and retain members for a number of reasons including economics, time availability, and the need to better communicate the added value provided by orthopaedic society membership.

This manual is designed to assist orthopaedic society staff in their efforts to recruit and retain members. It includes suggestions and recommendations on identifying potential members, identifying resources, organizing membership committees, conducting membership campaigns and retaining current members. Also included are a variety of best practice examples and templates taken from successful activities of societies throughout the country.
ORTHOPAEDIC MEMBERSHIP MANUAL

Part I   For the Orthopaedic Society

The Importance of Membership Development in Your Orthopaedic Society

Membership is the lifeblood of any professional society, but membership is more than just numbers. A growing and active membership base has a dramatic impact on virtually every part of the society’s operations.

Financial Resources
A growing membership allows the society to be financially stable and continue to expand programs and services that provide value to members.

Human Resources
As new members join (and stay!), they tend to become more active in society leadership roles (committees, etc.) and add to the manpower base of the organization.

Program Evaluation
An increasing membership, both in terms of new members and renewing members, is the most critical measurement of member satisfaction.

Time Savings
Societies that have a steady or increasing membership retention rate don’t have to spend as much time (or human resources) replacing members who drop.

Recruitment Tool
The fact that an orthopaedic society is growing is a powerful message to send to prospective members. It’s a testimonial to the value of membership.

Future Leaders
Building the leadership base of the orthopaedic society is another constant challenge. To ensure leadership succession, membership must be a continuous priority.

Strengthening the Orthopaedic Society “Brand”
It’s not just the quantity of members that counts; it’s also the quality. Attracting a cross-section of the profession’s leading practitioners to orthopaedic society membership greatly enhances the society’s credibility.
Influencing the Decision Makers
There are numerous “publics” with which all orthopaedic societies must deal in order to best serve their members (the medical profession, the media, the public, regulators and elected officials, etc.). These entities, with which you want to work, will be most interested in two key things about your organization: 1) Who does your society represent? 2) How many members does your society have? Membership growth can translate into the ability to create and enhance key partnerships.

Getting Organized

Orthopaedic Society Leadership
There is no other way to put it - the success of the membership efforts in an orthopaedic society is related directly to the priority that membership functions are given by the orthopaedic society’s leadership. This means not only assigning the membership function to specific persons or committees within the orthopaedic society, but also identifying ways for the leadership groups (Officers, Board, etc.) to be engaged in the membership function. See Ways for Orthopaedic Society Leaders to Engage in Membership Activities.

Membership Committee
The orthopaedic society membership committee should provide strategic direction in development of the membership plan as well as work with the society’s leadership and staff to implement the plan. See Sample Orthopaedic Society Membership Development Plan. The most effective membership committees include representatives from a cross-section of the organization’s membership categories and demographics so the committee can better determine the member needs by category and use that information in developing value messages for each.

The membership committee addresses several membership functions: planning; marketing (recruitment); member retention and engagement; policies, such as qualifications; approval of applications (where appropriate), and establishing goals. It’s important for the membership committee to have a clear understanding of their responsibilities so that all committee members know what is expected of them. See Sample Membership Committee Job Function.

Orthopaedic Society Executive Director
The membership committee also needs to work closely with the orthopaedic society executive director to ensure the membership functions are coordinated and the membership plan is implemented. The society’s executive director is the committee’s key support system.

Determining the specific roles and responsibilities of the executive director and the membership committee is an important first step in having an effective team effort. The orthopaedic society’s board should take the lead in defining the duties of the executive director to include working with committees like the membership committee. Typically,
the executive director’s role is providing the membership committee with as much information as possible to enable the committee to make well-informed decisions about the membership program. The executive director is usually also responsible for implementing elements of the membership plan and providing administrative support (record keeping, billing, dues collections, material preparation, etc., etc.).

Developing and Maintaining the Membership and Prospect Data Base

There are a number of membership management databases available to orthopaedic societies for maintaining membership records. Each society should first define their membership database needs and then find the tool that will best address those needs. Regardless of what system is used, the key to getting the most from any dataset is making sure that the society can access the information in a variety of ways. The more ways the data can be cross-referenced, the more targeted the orthopaedic society can be in its member recruitment and retention communications.

Three distinct membership lists must be maintained: current members, prospective members, and former members. The current member list should allow the orthopaedic society to determine such things as when a member joined; the member’s category of membership; the member’s payment record; the member’s participation record; etc. See Sample Membership Categories. A few examples of how tracking this type of information is useful to the society are that it can determine members’ interests, develop targeted communications, and determine levels of member engagement.

The prospect list should include information such as the source of the name (referral from a member; attendee at a meeting; new licensee; etc.); what previous contacts the orthopaedic society has had with the prospect; when was the last time the prospect was asked to join; and information about the prospect’s interests; etc. This information can be used to help develop an effective prospect recruitment plan.

The former member list is a unique list. These professionals should be approached about re-joining in a very special manner. The most important information to gather on former members is when they joined; the length of membership; and, if at all possible, the reason for resignation/membership lapse. The focus when approaching previous members about rejoining should be specific to their reason for leaving, if possible. (Note: One organization assigns the recruitment/reinstatement of former members to its Past Presidents group.)
Developing Membership Messages

All orthopaedic societies provide programs, services, products, and activities to their members. These typically include such things as:

- Continuing Medical Education (CME)
- Advocacy
- Information on new products and services
- Practice management information
- Cost saving programs
- Networking and peer interaction
- Communications (websites, newsletters, social media, etc.)

This list will vary from society to society but the important point is that rather than simply articulating a list of activities, the recruiter needs to go a step further and tell the prospect about the value of each of these activities (how they can actually help the potential member). In most professional organizations, that value is found in one or more of these areas:

- Professional recognition
- Access to continuing education
- Career advancement
- An ability to give something back to the profession (i.e. enhance the practice of orthopaedic surgery and provide improved patient care)

Recruiters should identify to prospects what the values of membership are and then support each value statement by referencing how the orthopaedic society brings the value to members. Note that some programs/activities provide more than one value. For active members, the list may be similar to the following:

- Professional recognition (awards programs; leadership opportunities, website profiles, orthopaedic society's communications, etc.)
- Access to continuing education (CME courses, study groups, meetings and conventions, online learning, etc.)
- Career advancement (leadership development, practice management assistance/information, referrals, career opportunities, communications/information, advocacy activities, etc.)
- An ability to give something back to the profession (public service activities, mentoring activities, advocacy involvement, leadership participation, etc.)
Targeting Prospects (Identifying and Reaching Target Markets)

The effective marketing of the benefits of membership entails tailoring a value message for each membership category and even for more distinct targeted segments within categories. See Sample Membership Categories. For example, in the active member category prospects may be identified as:

- New licensees and practitioners
- Surgeons relocating from other areas
- Surgeons who share practices with current members but are not themselves orthopaedic society members
- Non-members who participate in orthopaedic society educational programs and other activities
- Members of other medical societies (i.e. medical societies) who also qualify for orthopaedic society membership
- AAOS members in your state who have not yet joined the state orthopaedic society

Each of the following active member subcategories should receive a targeted value message:

- New licensees and practitioners (the value message will focus on the special challenges facing new practitioners, such as setting up a practice, practice management, keeping up with ongoing educational requirements, etc.)
- Surgeons relocating from other areas (the value message will focus on things such as establishing a referral network, familiarity with practice guidelines, etc.)
- Surgeons who share practices with current members but are not themselves orthopaedic society members (focus on the value of individual membership, the ability to participate in orthopaedic society leadership, the ability to impact the profession, etc.)
- Members of other medical societies (focus on specialized CME and advocacy, enhanced referral opportunities; leadership opportunities, etc.)
- AAOS members who have not yet joined the orthopaedic society (focus on the ability to impact the profession/patient care; network development; recognition, etc.)
Membership Retention Activities

Tracking New Members
Tracking new members is a fairly simple though time-consuming process that can reap big rewards. All “tracking” entails is keeping a careful record of all interactions between the orthopaedic society and new members, and as new members are among the most “at risk” (statistically) for dropping out of the organization, spending this extra time and effort to understand members as they join is critical. Keep track of things such as meeting/CME attendance, use of orthopaedic society materials or publications, purchases, any positions held on committees, use of the orthopaedic society website, etc. By tracking new member activity, you accomplish two things: 1) It provides a profile of member interest from which some targeted marketing can be done; 2) It allows you to see which new members are NOT participating, so you can make additional contacts to these members to encourage them to participate.

New Member Intake
It’s important to get members off to a good start by having specific activities that take place as soon as the decision to join has been made. These activities should include, but not be limited to:

- Immediate acknowledgement of the membership application
- A follow up contact from a member/officer
- A new member packet (either hard copy or electronic) to be sure the new member is aware of all orthopaedic society products and services
- Having a way for current members (especially leadership) to be able to identify members attending their first orthopaedic society event or meeting so the current members can make a special effort to make new members feel welcome

Member Engagement Techniques and Transitioning Members
In addition to activities specifically geared toward new members, there should be an ongoing effort to engage all members in some way in the orthopaedic society. Engaged members drop out at much lower rates than members who don’t participate in any way. Studies show getting members to participate in just one to two society activities in a year can greatly enhance the chances of membership renewal. See Member Engagement Techniques.

Member Recognition/Communications
Member recognition doesn’t just mean giving awards to top-level orthopaedic society leaders at an annual meeting - although that most certainly should be done! Member recognition also includes acknowledging the engagement (see above) of all members, even those with the smallest level of participation, i.e. attending one meeting or participating in one online event. A large part of member retention is giving each member a sense that his/her membership is valued by the orthopaedic society. The easiest way to do this is by acknowledging and thanking members each time they
participate. See Ways to Recognize Members for Their Participation in Orthopaedic Society Activities.

Member communications is the generic name for the system by which an orthopaedic society reinforces not only the activities of the society but, just as importantly, the ongoing value the society provides to its members, their practices, and their patients. As often as possible, the communications should note something as basic as “here is what this (event, legislation, research, etc.) means to you.”

Due to geographic, cultural, generational, and other differences among members, the key to successful communications (i.e. members actually read them and understand their value) is to provide members with a variety of communication channels. Some of the more basic ones would include: newsletters (print and electronic); website; email; social media (Twitter; Facebook; LinkedIn; etc.) presence; video (via an orthopaedic society YouTube channel); and the traditional methods like telephone and postal mail.

Membership Renewals
Getting members to renew in a timely manner each year depends on two things: 1) An ongoing, member retention program; and 2) A simplified and well-planned billing and collection system. Make sure that collecting annual dues is the last step in your orthopaedic society’s renewal program, not the first. If your orthopaedic society has done a good job in member communications and engagement, then the actual renewal process should be fairly simple. There are some things an orthopaedic society can do to make the renewal process go more smoothly:

- Keep accurate records. Be sure to do at least one to two profile updates annually.
- Track activity. Whenever a member participates in anything (CME program, advocacy activity, purchasing a publication, etc.) make a note of it in his/her record. This not only tracks member preferences, but helps identify non-participants easily. Non-participants can then receive targeted messages encouraging them to engage.
- Send a “pre-invoice” communication to members, reminding them of the orthopaedic society’s accomplishments during the past year, goals for the coming year as well as member values and benefits. Send this a couple of weeks before the first renewal notice.
- Be sure to acknowledge receipt of dues payment. This should be more than an automated “thanks.” Send a letter or email of sincere appreciation from the orthopaedic society president.
Membership Recruitment Activities

Direct Mail
Although some may think that using direct mail to recruit new members is an old fashioned technique in today’s electronic world - especially when recruiting people as busy as orthopaedic surgeons - membership marketing experts indicate that response rates on direct mail have actually increased slightly in recent years. Maybe it’s because people get less mail these days. Don’t give up on sending membership materials to prospective members by regular mail. See 10 Tips for Developing an Effective Recruitment Letter.

Electronic Marketing
Using electronic communications to attract new members is the fastest and least expensive way to get the membership message out to prospects. As significant amounts of email populate user’s inboxes, the biggest challenge is just getting your message read. In addition to having a powerful message and an eye-catching subject line, there are some things that orthopaedic societies can do to get more prospects to open their communications and, hopefully, to take action. See Electronic Communications and Social Media.

Event Marketing
Orthopaedic society events are among the very best opportunities to attract new members. Non-member participants, in all categories, are getting their first exposure to the orthopaedic society and its members (and staff) so it’s a great time to make a good first impression. Non-members should be encouraged to participate in orthopaedic society events and educational programs but should be charged a higher fee than members pay - assuming there is a charge to attend events. (As a point of reference, non-member charges cannot be set so high as to deliberately compel joining the organization.) One incentive that can be used to convert the guest to a member is to offer to credit the differential the non-member paid to attend toward his/her first year’s dues if they join within a specified time frame after the event (i.e. 30 days). See 10 Ways to Turn Society Events into Recruitment Opportunities.

Telemarketing
Of course, the most difficult aspect of using the telephone for membership recruitment is just trying to get people on the phone. With caller ID, call blocking, voice mail, and the fact that many prospects will be talking on a mobile phone (with all of the accompanying distractions); telemarketing is a challenging recruitment method. The big advantage of telemarketing (over direct mail or electronic communications) is that the telephone does allow the recruiter to actually listen to the prospect’s questions and objections. This allows for a more personalized response, which a prospective member may well-appreciate. See 10 Tips for Making Telephone Contacts Productive.
Member-to-Member Marketing
The most effective way to recruit new members has always been peer-to-peer recruitment. Knowing how busy members are, it is critical that when they do agree to talk to others in their profession about joining the orthopaedic society, that their time is well-spent and productive (i.e. people actually join!). See Membership Campaign Dos and Don’ts.
Part II  Developing a Membership Plan

While it’s important to have a written plan of action for membership growth, don’t make the plan too complicated. The major parts of the plan should include:

An Objective Statement
A basic statement of what your orthopaedic society’s membership objectives are for the coming year;

Measurement Criteria
Specific ways to measure success;

Current Measurements
A baseline measurement that identifies where your orthopaedic society currently stands in each of the measurement criteria areas;

Goals for the Coming Year
The specific goals for each measurement criteria area for the coming year;

Implementation Strategies
The action plan for achieving each of these goals, and;

Responsibility
Identifying which individuals or entities will be responsible for accomplishing each part of the plan.

See Sample Orthopaedic Society Membership Development Plan.
Part III  For Recruiters and Ambassadors

Successful Steps to Membership Recruitment and Retention

Talking to the BEST Prospects
There are many sources of names of those eligible to join that are available to your orthopaedic society, including AAOS, the board of medical examiners, the state medical licensing agency, the American board of orthopaedic surgeons, local hospitals, etc. Your orthopaedic society staff should be assisting in the development of this list of eligible prospects.

Rather than concentrating on recruiting every prospect that is eligible, concentrate on identifying and recruiting those who are most likely to join. What makes each of these groups likely prospects is that you know something about them beyond the fact that they qualify for membership. It is this uniqueness that will help you focus your message regarding the value of orthopaedic society membership (see the following section). These prospects would include:

- New licensees and practitioners
- Surgeons relocating from other areas
- Surgeons who share practices with current members but are not themselves orthopaedic society members
- Non-members who participate in orthopaedic society educational programs and other activities
- Members of other medical societies (i.e. medical societies) who also qualify for orthopaedic society membership
- AAOS members who have not yet joined your orthopaedic society

Understanding and Communicating the Value of Orthopaedic Society Membership
All orthopaedic societies provide programs, services, products, and activities to their members. These typically include such things as:

- Continuing Medical Education (CME)
- Advocacy
- Information on new products and services
- Practice management information
- Cost saving programs
- Networking and peer interaction
- Communications (websites, newsletters, social media, etc.)

This list will vary from society to society but the important point is that rather than articulating a list of activities the recruiter needs to tell the prospect about value of each of these activities (how they can actually help the potential member). In most professional organizations, that value is found in one or more of these areas:
- Professional recognition
- Access to continuing education
- Career advancement
- An ability to give something back to the profession (i.e. enhance the practice of orthopaedic surgery and provide improved patient care)

Recruiters should identify to prospects what these values of membership are, and then support each value statement by referencing how the orthopaedic society brings the value to members. Note that some programs/activities provide more than one value.

- Professional recognition (awards programs; leadership opportunities; website profiles; orthopaedic society communications, etc.)
- Access to continuing education (CME courses; study groups; meetings and conventions; online learning, etc.)
- Career advancement (leadership development; practice management assistance/information; referrals; career opportunities; communications/information; advocacy activities, etc.)
- An ability to give something back to the profession (public service activities, mentoring activities, advocacy involvement, leadership participation, etc.)

Armed with this ability to identify the values of the orthopaedic society programs and services, recruiters can then personalize and customize their approach to various prospects by matching the values to the needs of the prospective member. By starting with this type of focused value message, recruiters also pre-empt some of the most common objections to joining.

- New licensees and practitioners (your value message would focus on the special challenges facing new practitioners, such as setting up a practice, practice management, keeping up with ongoing educational requirements, etc.)
- Surgeons relocating from other areas (your value message would focus on things such as establishing a referral network, familiarity with state practice guidelines, etc.)
- Surgeons who share practices with current members but are not themselves orthopaedic society members (focus on the value of individual membership, the ability to participate in orthopaedic society leadership, the ability to impact the profession, etc.)
- Members of other medical societies (focus on specialized CME and advocacy, enhanced referral opportunities; leadership opportunities, etc.)
- AAOS members who have not yet joined your orthopaedic society (focus on their ability to impact the profession/patient care; development; recognition, etc.)

**Anticipating and Overcoming the Most Common Objections**

Even after making this personalized approach to prospects, not everyone will say “yes” right away. Recruiters need to be prepared to handle the most common objections to
joining. Here are some objections recruiters are likely to hear:

- “I just don’t have the time to participate”
- “I’m already a member of another medical society”
- “Someone else in my practice is already a member. I get the information from him/her.”

**See Responding to the Most Common Objections to Joining**

The absolute best way to overcome objections to joining is to use peer credibility. Regardless of the objection given by the prospect, it is likely the recruiter has experienced some similar viewpoint at one time or another. Something as simple “I understand exactly how you feel. I felt the same way myself (too busy, another group, etc.) when I was asked to join, and I found that orthopaedic society membership was one of the best investments I ever made in my practice.” This basic feel-felt-found method of expressing empathy for the prospect is a very powerful membership value message.

**Gaining the Commitment to Join**

After addressing the prospect’s most common objections, the only thing left is obtaining a commitment to join. If the recruiter has been able to convey the real value of orthopaedic society membership and shown the prospect how much s/he believes in the value of society membership, then asking the prospect to join should be a very natural way to conclude the discussion about membership.

It’s important to remember when closing the conversation that, as a recruiter, you really don’t want the prospect to think about joining - you want him/her to actually join! Something as simple as “Thanks so much for taking time to talk with me about becoming a member of our orthopaedic society. I really think it would be worthwhile investment for you, and I hope you’ll return the membership application to the society office right away so we can begin giving you all of the benefits of membership,” is a clear, friendly way to tell the prospect how much you want him/her as a fellow member.

**Membership Retention: Creating a Memorable Membership Experience**

As soon as a new member joins, the orthopaedic society should be assuring that s/he is part of an effective member retention system. While there are many aspects to such a system, the ultimate goal of any member retention system is to deliver the value to members that they were promised when they agreed to join. Many elements of a good retention system are based on the orthopaedic society making an efficient use of member data and maintaining a targeted, ongoing member communications, and engagement effort.
There are also some things members/leaders can do to ensure that new members begin their orthopaedic society membership with a good experience:

- Call new members and congratulate them on making a great decision by joining
- Contact inactive members and encourage them to participate
- At renewal time, contact late renewing members and encourage them to continue their membership
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Ways for Orthopaedic Society Leaders to Engage in Membership Activities

- Create a membership “culture” in the orthopaedic society—be sure that membership is on EVERY Board meeting agenda as an “Action Item,” not a report

- Send names of qualified prospects to the membership chair and/or executive director

- Forward any good ideas received from other organizations to the attention of the society executive director and membership committee

- When talking to others about joining, avoid negative comparisons to other groups

- Make personal calls to inactive members to encourage them to participate

- Prepare a “testimonial” letter or video clip that the orthopaedic society can keep on file and use in appropriate membership efforts (mailings, website, etc.)

- Contact late-renewals to remind them of the value of membership and request to renew their membership

- Lead by example: Ask a prospect to join
**Sample Orthopaedic Society Membership Development Plan**

**Objective:** To recruit, engage and retain a growing and diverse number of orthopaedic society members in order to support our mission to champion the interests of all patients, serve our members and the profession, and advance the highest quality musculoskeletal health.

**2014 Chair:** Charles Johnson, MD

**Measurement Criteria:** We will finish the 2014 membership year with 225 members by retaining 90% of current members and by recruiting/reactivating 25 new members.

**Current and Past Measurement Criteria Data:**

- Membership at end of the 2013 membership year was 196 members (179 active members, 3 charter members, 4 associate members, 6 resident members, 2 emeritus members)
- Our retention rate in 2013 was 88%
- We recruited 18 new members in 2013
- Retention rate in 2012 was 89%
- New member growth in 2012 was 11 members

**Implementation Strategies and Tactics:**

- The membership committee will meet quarterly and divide responsibilities amongst the members
- Launch membership retention annual campaign in (month) of each year
  - Send documentation highlighting society accomplishments
  - Educate members on society membership benefits
  - Review progress of membership retention on quarterly calls
  - Make adjustments or modify the retention campaign based on quarterly retention numbers
- Each board member is expected to recruit 2 new members by (date)
  - Hold board membership recruitment training session before the (date) board meeting
  - Society executive director will provide names of potential prospects to board at the training session
- Request members join in the membership efforts
  - Encourage members to bring prospective members to events by offering incentives (e.g. publications) for members bringing prospective members to meetings
- Promote new member recruiting incentive program to all current members by offering a percentage off new CME program for those who recruit a new member.

- Start the membership year with a membership-focused event in (month)
  - Sponsor a “bring a guest” (non CME) program for prospective members to attend for free

- Request support from past presidents in membership recruitment campaigns
  - Assign past presidents names of former members to recruit for 2014
  - Assign past presidents the list of retired members to encourage to retain their membership in an emeritus category

- Identify potential future orthopaedic society leaders from all disciplines and engage them to get involved in society activities

- Establish leadership development committee to track the leadership activities of members

- New members will receive an annually updated “welcome packet” See Welcome Packet.

- Utilize social media to connect current and potential members
  - Establish special pages for first-year members, specialties, non-members, etc.

Assignments:

- Committee members will set up in-person meetings with new members, prospects, non-renewing members to explain the benefits of membership

- Encourage committee members to lead by example by attending orthopaedic society education and social and events

- Prior to every event, the orthopaedic society executive director will send a list of non-members attending the event to the membership chair. The membership chair will follow up with non-members after each event.

Goal Monitoring:

- Discuss membership reports regularly during the Board of Directors’ Meetings

- Regular monitoring and sharing of ideas will be presented at membership committee meetings
Sample Membership Committee Job Function

Assist with membership contacts

- Contact prospective members by phone or email inviting them to join
- Host a membership open house for prospective members
- Accompany executive director on recruitment visits, if applicable
- Plan and implement a member-get-a-member campaign
- Contact new members personally by phone or email welcoming and inviting them to the next meeting
- Discuss the orthopaedic society’s member resources with all new and prospective members
- Greet new members and prospective members at orthopaedic society meetings and new member orientations
- Host and lead new member receptions at orthopaedic society meetings

Develop and review annual membership recruitment and retention plan

Assess and respond to members’ needs

- Assist in developing and distributing a member needs assessment tool
- Conduct member and non-member focus groups
- Develop and review member satisfaction surveys and use results to determine and implement new ways to increase member satisfaction.
- Contact lapsed members to evaluate and respond to needs not being met by the orthopaedic society
- Identify new member benefits and services as well as enhancements based on member feedback

Determine and implement methods to recognize and reward members

Determine and implement methods to involve members in orthopaedic society committees, programs, and activities

Provide the orthopaedic society leadership with ongoing progress reports and specific recommendations on ways to recruit, engage, and retain members

Work closely with orthopaedic society executive director to maintain a coordinated membership development program
Sample Membership Categories

Many orthopaedic societies were organized more than 25 years ago. Things have changed during these years and orthopaedic societies must evolve to meet the needs and challenges of its membership. As the organization adapts, each society should review the membership categories section of its bylaws to ensure that the categories listed still serve the organization.

The following is a list of possible membership categories:

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

1. **Charter Members.** Charter Members are those individuals present at the inception of the organization.

2. **Active Members.** Active Members are (1) the Charter Members of the society and/or (2) holds a degree of Doctor of Medicine and maintains a valid and unrestricted license to practice. These individuals must have completed an approved orthopaedic residency and actively limit their practice to orthopaedic surgery. Active members shall have a vote and be eligible to hold office.

3. **Honorary Members.** Honorary Members are those who have made an outstanding contribution to the advancement of the science and practice of orthopaedic surgery and are, or have been, engaged in the scientific development of the work. Honorary Members do not pay dues, nor shall they vote or hold office.

4. **Associate Members.** Associate membership includes M.D., D.O. and Ph. D whose work is related, but not limited to orthopaedic surgery. Associate Members have all the rights and privileges of Active Members, except that they cannot vote nor hold office. Dues will be assessed similar to Active Members.

5. **Emeritus Members:** Emeritus Members shall be those who have previously been Active Members of the society who have retired from practice. They enjoy the privileges of the society, but do not pay dues nor hold office.

6. **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.
7. **Resident Members:** Resident members are individuals that are actively enrolled in an orthopaedic surgery residency program accredited by the Accreditation Council for Graduate Medical Education (ACGME) or American Osteopathic Association (AOA). Special dues established by the SOS Board of Directors may be required. Resident Members shall not vote or hold office.
Sample Welcome Materials

Dr. Mark Levin
10015 Old Columbia Rd.
Suite B-215
Columbia, MD 21046

Dear Dr. Levin,

I want to personally thank you for joining (insert your orthopaedic society name), the only organization in (insert your state/specialty) focused exclusively on the unique needs of orthopaedic surgeons. We work to champion the interests of all patients, serve our members and the profession, and advance the quality musculoskeletal care.

Given the current challenges we are all facing; your decision to join (insert your orthopaedic society name) now couldn’t be more timely. Our profession will be going through many changes in the coming year, and we can all use the collective knowledge and experience of (insert your orthopaedic society name)’s (insert your number of members) members as we navigate through these changes. I strongly urge you to connect to be involved in our society’s important advocacy activities, connect with your peers through our various communications vehicles and events, and connect to the best CME offerings available here in (insert your state/specialty).

To help you get connected to (insert your orthopaedic society name) faster, I also urge you to review the enclosed portfolio outlining all of (insert your orthopaedic society name)’s member benefits.

If there is anything I can do to make your membership and your (insert your orthopaedic society name) experience more valuable, feel free to contact me at (insert email address) or (insert telephone number).

Thank you for your support of orthopaedic surgery, and for connecting to the (insert your orthopaedic society name) family!

Sincerely,

Name of President

President

Name of OS

Enclosures: Member Welcome Kit
Welcome New Member

On behalf of the State Orthopaedic Society Board of Directors and professional staff, we would like to thank you for joining and supporting SOS.

Enclosed you will find: (if apply)
	◆ Certificate of Membership
	◆ Ways you can become actively involved in formulating SOS policy and have a voice in issues affecting your orthopaedic practice
	◆ Political Interest Questionnaire
	◆ Summary of SOS’s Legislative Activity
	◆ Membership Directory

Thank you again for joining the

State Orthopaedic Society...

an Association working for you.

“Representing orthopaedic surgeons and their patients throughout STATE to ensure the highest quality musculoskeletal care.”
Member Engagement Techniques

- Develop regular member interest surveys targeted to specific member segments (new members; specialists; geographically remote members; etc.). Publish survey results on the society website.

- Make sure new members and first-time attendees are identifiable (i.e. via name tags) at society meetings and events. Encourage leaders to seek them out.

- Have a range of social media options available for members to use to connect with peers.

- Hold online “Town Hall” meetings to allow members to interact with society leaders.

- Ask members to serve on society committees and task forces. Ask individuals to serve in specific positions instead of a general “Call for Volunteers”.

- Give members a number of options on how they can participate in advocacy activities, such as:
  - Contacting their representative(s) to inform them of the society’s positions on key issues.
  - Reviewing pending legislations and regulatory proposals to help determine the impact on the profession.
  - Attending society advocacy events.
  - Testifying on behalf of the society before federal, state and local entities.
  - Contributing to the society’s political action campaign (if applicable).

- Ask members to serve as mentors to identified individuals.

- Develop a “Frequent Participant” program that allows members to earn points each time they participate in any society activity (educational event, purchasing a product, serving on a committee, etc.). Let members redeem points for discounts, reduced membership fees, etc.

- Ask members to serve as liaisons between the society and other organizations in which they are members.

- Get members to serve on focus groups to give input to society planning groups.
Ways to Recognize Members for Their Participation in Orthopaedic Society Activities

- Personalized thank you notes from the society president
- Immediate recognition via emails
- Create a member recognition page on the society website
- Post photos of members on website to recognize contribution (with their permission)
- Society recognition at an annual meeting or social event
- Provide specific recognitions for members who sponsor/recruit new members, such as:
  - VIP seating at events
  - Verbal recognition at society meetings
  - Mentions in e-newsletters or other communication
- Send news releases to local media and other medical societies when members are elected or appointed to state society leadership positions
- Provide a “Thanks for Renewing” gift when members renew each year
- Post “Thank You” recognition message on appropriate social media outlets, such as Facebook, LinkedIn, Twitter, and others
- Place ads in media specifically to recognize members for their participation
10 Tips for Developing an Effective Membership Recruitment Letter

1. Be sure to customize and personalize all recruitment letters with the members’ name. “Dear Fellow Surgeon” is too impersonal

2. Who signs the recruitment letter is important. If possible, the letter asking an orthopaedic surgeon to join should be signed by a member (vs. a staff person)

3. The first paragraph is critical. Be sure to focus it on the potential member, not the organization

4. Refer to other materials included with the recruitment letter to encourage prospective members to look at all materials

5. Keep the letter short and to the point

6. Focus on the “need to know” information (what membership in the orthopaedic society will do for the prospective member) vs. the “nice to know” (society activities, history, structure, etc.)

7. Always have a P.S. at the end of the letter. It draws attention and keeps readers engaged

8. Be sure the P.S. includes something to get the prospective member to keep reading. Try mentioning an incentive (“Don’t forget-if you join now you’ll get three free months of membership”)

9. If you have an incentive, make it time sensitive (join within 30 days to get the incentive, etc.)

10. If multiple mailings are being done, be sure to vary the letters. Feature a different member benefit or member value in each one
Sample Recruitment Letter

Dr. Mark Levin  
10015 Old Columbia Rd.  
Suite B-215  
Columbia, MD 21046  

Dear Dr. Levin,

As a practicing orthopaedic surgeon in (insert state/specialty), you are aware that there are three things which challenge us every day: governmental intrusion in health care and the way we practice medicine; attacks from insurance companies; and staying relevant with information and advancements. Wouldn’t it be great if there was an organization that could help us face all of these challenges?

There is a group that does just that – the (orthopaedic society name). As the President, I want to invite you to join our society and let us be your partner in meeting these challenges.

Our membership benefits, such as ongoing advocacy, educational programs, and communications efforts, are all designed to help protect our members’ practices while enhancing the quality of care for the public. We want to not only help maintain your practice but to enhance it.

The enclosed materials highlight the key programs and services we provide to members. Personally, I’ve found the most mutual support, respect, and idea-sharing I get from the (insert number of orthopaedic society members) members from across our (state/specialty) valuable. I believe so strongly in what we’re doing that I've convinced the society’s board to offer a 10% discount on your first year’s dues if you join during (insert month).

There are several ways to join:

- Mail: Use the form and the enclosed return envelope
- Phone: Call (insert telephone number of orthopaedic society)
- Online: Go to, (insert web address), click on ‘JOIN (insert orthopaedic society name)”, and follow the directions

I look forward to welcoming you as member of the (insert orthopaedic society name).

Sincerely,

Name of President
President
Name of orthopaedic society

P.S. Don’t forget the 10% discount if you join during (insert month).
Electronic Communications and Social Media

Twitter Sample

Orthopaedic Soc

The Florida Orthopaedic Society will champion the interests of musculoskeletal patients and orthopaedic surgeons in Florida.
http://www.orthosociety.com

fllrthosociety
Our appreciation to the following sponsors who registered for the 2012 FOS Annual Meeting: - Bosch... 17 hours ago

fllrthosociety
Learn more about the Medicare Patient Empowerment Act:... 28 Feb

fllrthosociety
The FOS participated in a press conference with Representative Penruin in support passage of Concussion Awareness... 29 Feb

fllrthosociety
FOS proud to announce Sarasota Orthopaedic Associates has agreed to partner in our playground project for... 30 Feb

fllrthosociety
Thank you to the following companies for your support of the 2012 Florida Orthopaedic Society Annual Meeting... 01 Mar
LinkedIn Sample
Welcome to our Online Community!

Join the STAT Orthopedic Community...
Home to the Orthopedic Profession in Florida

FOS Supports Concussion Legislation
The FOS participated in a press release on February 29th in Tallahassee supporting legislation that will raise awareness of the impact of concussions on student athletes. Represented by Martin Shapiro and the Tallahassee Orthopaedic Clinic, the association stood with supporters of this important legislation including Senator Antoinette Towsley, Representative Ronald Kratzer, and the National Football League. The FOS has been strong supporters of this proposed legislation for the past two years. At this time the state of Florida stepped up to protect our student athletes.
10 Ways to Turn Society Events into Recruitment Opportunities

1. Be sure all nonmember attendees are identifiable (e.g. nametags, seating, etc.). Pre-assign a society officer or membership committee member to talk with these prospective members during the event.

2. Have an orthopaedic society information table at all events (including CME programs, etc.).

3. Invite nonmember attendees to stop by and receive a gift (free publication, etc.).

4. If charging a nonmember differential to attend a meeting or educational session, tell the non-members that if they join within the next 30 days the orthopaedic society will credit their nonmember registration fee difference toward the first year’s dues. (Also note that nonmember charges for services should not be set so high as to deliberately compel joining the organization.)

5. Have nonmember attendees introduced to the group.

6. Take a moment to “interview” nonmember attendees prior to the start of the event/meeting. Don’t focus the discussion on the orthopaedic society; focus the discussion on the prospective member. What the prospect says during this “interview” can help the member understand what benefits to highlight when talking about joining.

7. Use events for retention opportunities. Identify members who are first-time attendees/participants and have an orthopaedic society leader seek these people out to welcome them.

8. Involve a variety of current members in the event. For example, have non-leader introduce one of the speakers.

9. Make sure the executive director or membership committee members are prepared to make follow-up with contacts after the event.

10. Hold a “Class Reunion” at one of the orthopaedic society’s major events. Tell members to sit at tables with signs that correspond to the year they joined the orthopaedic society.
10 Tips for Making Telephone Contacts Productive

1. “Cold calling” is difficult way to recruit new members. Use the phone as part of a coordinated membership outreach program, not as a one-time effort.

2. Remember that the real advantage of using the telephone in membership development is that it gives you the ability to listen to the prospective members and current members, not just to talk at them.

3. Be sure to take notes when making a contact so any follow up can be personalized.

4. During the conversation, try to repeat 1-2 of the prospective member’s own words or thoughts in your responses. It shows that you have been listening.

5. When contacting prospective members, be prepared for the same “objections to joining” that you would get when talking in person. See Responding to the Most Common Objections.

6. Assume you’ll get a lot of voicemails and answering machines. Be prepared to leave a message and keep it brief.

7. Talk with your orthopaedic society membership chair and executive director to determine how any follow up contacts will be made.

8. When making retention-related calls (contacting lapsed members, welcoming new members, calling to encourage participation, etc.) always start of by thanking the member for his/her support of the orthopaedic society.

9. Report any incorrect contact information or other key concerns of the member/prospect to the orthopaedic society right away.

10. Smile. Your facial expressions come through in your voice.
Telephone Scripts

Message to welcome a new member

Hi, (First name)

This is (caller’s name). I am calling because I just learned from our headquarters staff that you’ve become the newest member of our orthopaedic society.

CONGRATULATIONS!

(First name), you’ve made a great decision for yourself and for your practice. I’ve been a member for more than (insert number) years, and my only regret is that I didn’t join sooner.

Over the next few weeks you’ll be getting some introductory materials from the society. Please take time to look through them, and contact the orthopaedic society with any questions.

Once again, thanks for becoming member. I look forward to meeting you personally at our next event, which is (insert event, date, location).

Message to leave if you call a lapsed or late-renewing member but don’t connect (i.e. you get their voicemail)

This is (your name) and I am calling on behalf of the orthopaedic society.

I am calling today because I was at an orthopaedic society board meeting recently and I’ve learned you haven’t renewed your membership yet. I just wanted to offer you a friendly reminder to renew your membership right away. I know that I’ve received many benefits from being a member, and I know how important the work of our orthopedic society is – I hope you agree.

If you would like to renew by credit card online, you can go to (insert website) and click on “Renew Membership”.

Finally, you can renew over the phone by calling the orthopaedic society at (appropriate office number).

Again, this is (your name). <This next sentence is optional> If you’d like to speak with me directly, you can reach me at (your contact information). Thank you and have a good day.
Membership Campaign Dos and Don’ts

DON’T

Assume the roles of the volunteers and the staff are understood. Be clear about each group’s responsibilities.

DO

Have members contact prospective members who are likely to join, not just prospective members who are eligible to join. (This means you know something about the prospect other than just a name and contact information.)

DON’T

Drag out the campaign. Have it take place in a concise time frame (no more than a month).

DO

Remember that members who join during a membership campaign automatically become high-risk members at renewal time (i.e. if they took advantage of an incentive, it may not exist for the renewal). Plan accordingly.

DON’T

Assume members will follow up with prospects that don’t join. This will most likely be a staff function.

DO

Think carefully about the implications of incentive programs for those recruiting members. If offering incentives to members to encourage their participation, be sure to give meaningful incentives for any members (not just the member who recruits the most).

DON’T

Have policies regarding incentives (prospects must join within the designated time frame of the campaign to qualify for the incentive), and not stick to them.

DO

Set your volunteer recruiters up for success. Give them the information and tools needed to raise the chances they will be able to get their peers to join. It is especially critical to help them anticipate the most common objections to joining and ways to respond to them.
Sample Reinstatement Letter

Dr. Mark Levin  
10015 Old Columbia Rd.  
Suite B-215  
Columbia, MD 21046

Dear Dr. Levin,

I’m writing to you today in my role as a member of the (orthopaedic society name) Board of Directors. As a member of the board, I get regular updates on members in (state/specialty) and I noticed you are no longer a member.

(Insert name), I sincerely hope this is just an oversight, and we want to let you know that we really want you back as a member. The fact that the (orthopaedic society name) membership retention rate remained quite high last year; in a year that was filled with challenges, says a lot about the value of (orthopaedic society name) membership, and we want to continue providing this value to you.

Our member benefits, such as our ongoing advocacy and government relations programs, our educational programs, and communications, are all designed to help protect our members’ practices while enhancing the quality of care for the public.

There are several ways to reinstate your membership:

- **Mail**: Use the form and the enclosed return envelope
- **Phone**: Call (insert telephone number of state orthopaedic society)
- **Online**: Go to, (insert web address), click on ‘JOIN (insert state orthopaedic society name)”, and follow the directions

We encourage you to become a member again. Please sign up as soon as possible.

I hope I can count on you to reinstate your membership now.

Sincerely,

Name

Member Orthopaedic Society Board of Directors
Responding to the Most Common Objections to Joining

Recruiters need to be prepared to handle the most common objections to joining. Below are some objections recruiters are likely to hear (whether in person or when talking on the phone) and some suggestions for responding. Remember that some of these objections can be explained through the value of orthopaedic society membership.

“I just don’t have the time to participate”
There is no question that surgeons are busy people. This response doesn’t mean the prospective member doesn’t want to join, it probably means that s/he can’t see how they could get any value without spending the time to attend meetings, CME, etc. Respond by focusing on the membership values that don’t entail the member physically participating. These benefits would include advocacy, social media/online networking, distance learning, public education, and community service efforts, etc.

“I’m already a member of another medical society.”
Almost all surgeons are members of more than one professional organization. Be familiar with the most likely groups to be mentioned (medical society, other orthopaedic groups, other specialty groups, etc.). Mention that your orthopaedic society collaborates with many organizations and that all offer various benefits to their members. Then talk about the membership values your orthopaedic society offers that differ from those provided the others (your society’s uniqueness). Don’t make it a choice between your orthopaedic society and the organizations the prospect already supports. Show that joining will provide additional value to the prospect and his/her practice and patients.

“Someone else in my practice is already a member. I get the information from him/her.” Focus on the value of individual membership, such as the ability to participate in orthopaedic society leadership, the ability to impact the profession, the opportunity for individual recognition, etc.

The absolute best way to overcome objections to joining is to use peer-to-peer credibility. Regardless of the objection given by the prospect, it is likely the recruiter has experienced some similar viewpoint at one time or another. Something as simple “I understand exactly how you feel. I felt the same way myself (too busy, another group, etc.) when I was asked to join, and I found that orthopaedic society membership was one of the best investments I ever made in my practice.” This basic feel-felt-found method of expressing empathy for the prospect is a very powerful membership value message.
Introduction

The following formulas will provide data to use in developing membership goals, dues, recruitment and retention investments. The information will also provide valuable information to corporate sponsors, e.g. market penetration rate. Finally, the numbers can be used in marketing materials and society annual reports.

Retention Rate

Purpose: Used to calculate how many members are retained each year. A good indicator of a healthy association is a high retention rate. A 100 indicates that all members were retained.

Formula: \( \frac{\text{Number of Members} - \text{Number of New Members}}{\text{Total Membership}} \times 100 \)

Example: On January 1, 2014, an orthopaedic society had 200 members. On January 1, 2015, the same orthopaedic society had 250 members and 75 of them are new members. 
\[ \frac{250 - 75}{200} = 87.5\% \text{ retention rate} \]

Loss Rate

Purpose: Used to calculate how many members dropped their membership for a specific year. Your goal should be a very small loss rate and new member recruitment should outpace the loss rate.

Formula: \( \frac{\text{Number of Members that Did Not Renew}}{\text{Total Membership Eligible to Renew}} \times 100 \)

Example: On January 1, 2014, an orthopaedic society had 200 members eligible to renew their membership. On January 1, 2015, 15 of those members had not renewed. 
\[ \frac{15}{200} = 0.0075 \times 100 = 7.5\% \text{ loss rate annually} \]

Turnover Rate

Purpose: Also known as an association life expectancy as this number is used to calculate how long your association will exist if you lose members at the current loss rate (calculated above) and never recruit a new member. Simply, how many years your association will exist, taking into account the above mentioned assumptions.

Formula: \( \frac{100}{\text{the Loss Rate}} \)
Example: Use the annual loss rate calculated in the example above (7.5%). \( \frac{100}{7.5} = 13.33 \) years. The orthopaedic society will have members for 13.33 more years if the same number of members leaves each year and no new members are recruited to replace them.

**Market Penetration**

Purpose: Used to calculate how influential the association is within the profession they serve. Useful in securing vendor support and advocacy efforts as higher market penetration rates are very desirable. Also gives an indication of where additional revenue sources may lie. Higher retention rates signal a need to develop non-dues revenue sources, and lower retention rates signal a need to develop dues revenue.

Formula: \( \frac{\text{Number of Current Members}}{\text{the Number of Potential Members}} \)

Example: An orthopaedic society has 300 members and there are 350 orthopaedic surgeons eligible for membership in the state/specialty. \( \frac{300}{350} = 0.857 \times 100 = 85.7\% \) This means that 86% of the orthopaedic surgeons in the society are members and represented by the orthopaedic society.

**Lifetime Value of a Member**

Purpose: Used to calculate how valuable a member is to the association throughout their membership lifetime. This is very useful when compared to membership recruitment and retention efforts and costs as you’ll want to make sure your costs are less than the value the member provides.

You’ll first need to calculate the average number of years that an individual is a member in your association. Then you will need to calculate the average amount of money members spend on your products, events, and dues annually, e.g. books, meetings, CME, etc.

Formula: \( \text{Average Number of Years that an Individual is a Member in Your Association} \times \text{Average Amount of Money an Individual Member Spends Annually} \)

Example: An orthopaedic society member is a member, on average, for 34.5 years. The amount of money that member spends on the annual meeting, online CME and dues is $750 annually. \( 34.5 \times 750 = 25,875 \) is the amount of value each individual member has to the orthopaedic society.

*Formulas presented in *The End of Membership as We Know It* by Sarah Sladek and *Membership Essentials* by ASAE& The Center for Association Leadership. For more information see the additional resources section at the back of this manual.*
Letter from the Society

On behalf of the Tennessee Orthopaedic Society and its 300 plus members, we are extending a special invitation for you to consider becoming a 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. We believe that the Tennessee Orthopaedic Society can best represent that united front.

We encourage you to review the contents of this document and take a few minutes to return a completed application.

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

Sincerely,

Bruce A. Baker

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QUALIFICATIONS FOR MEMBERSHIP

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

2. To hold Regular membership, the candidate must hold their practice exclusively in orthopaedic surgery, or Associate member candidates must be a licensed Physician or Occupational Medicine Specialist (Physician of Record) affiliated with or associated with orthopaedic practice. Both Regular and Associate membership candidates must have been in active practice one year in Tennessee to be eligible.

3. To qualify for Resident/Fellow membership, the candidate must be in practice exclusively in orthopaedic surgery and be actively enrolled in a Tennessee Residency Program.

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STATEMENT OF PURPOSE

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.

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SUPPORTING MEMBER SERVICES

Advocacy

As the primary advocate for improved musculoskeletal healthcare and Orthopaedic Surgeons in Tennessee, TOS monitors legislative activity and provides elected officials with pertinent information on the practice of Orthopaedic Surgery and delivery of healthcare. Through its offices and Board of Councilors, TOS encourages initiatives at the national level for healthcare improvement.

Educational Leadership

Through its affiliation with the American Academy of Orthopaedic Surgeons (AAOS), Tennessee Orthopaedic Society supports opportunities for continuing medical education to help members to maintain a high standard of skill and competence. It supports the three Tennessee residency programs through annual stipends which make possible resident participation at annual meetings.

Professionalism

Tennessee Orthopaedic Society encourages scientific presentations which serve to facilitate ongoing learning of new techniques and research results in orthopaedics, and provide a forum for networking and exchange of information critical for improved health care.
Value of ALAO Membership

“All that is necessary for the triumph of evil is that good men do nothing…” - Edmund Burke

Dear friends,

Monumental changes are occurring in medicine including our profession. At the federal level the debate of reimbursement versus controlling health care costs continues. At the state level, continued encroachment by non MO providers such as optometrists has the potential to create a 2nd tier health care system that puts our patients at risk. We cannot sit idly by or “throw in the towel”. The Alabama Academy of Ophthalmology working in close concert with the Medical Association of Alabama and the American Academy of Ophthalmology are diligently cooperating to emphasize quality eye care led by qualified ophthalmologists. We are achieving victories but must have a unified response in these ongoing challenges.

That is why we cannot do this alone and need you to be involved. Being a member of the Alabama Academy of Ophthalmology gives you an important voice and presence to be heard. Additionally, involvement in our state organization provides opportunities for leadership. Our close relationship with the AAO gives a larger part at the national level as well. Coordination with MASA at the state level allows us the opportunities to interact with colleagues in other specialties as well.

I encourage you to join the Alabama Academy of Ophthalmology. The officers and board of directors volunteer tirelessly on the membership’s behalf. Together we will prevail in ensuring that quality eye care will always be led by eye M.D.’s.

Ron Braswell, M.D., ALAO President

Success in advocating for the profession and for patients in any state jurisdiction cannot be achieved by the American Academy of Ophthalmology (AAO) acting alone. Success requires critical local knowledge of key state issues, politics, and personal relationships. Only the Alabama Academy of Ophthalmology (AAO) can leverage that knowledge and work to best represent you in Alabama. So when leaders of AAO or the AAO call asking for your support, remember the importance of everything from scope of practice to regional carrier coverage determinations—and become an active member of the AAO.

In addition to providing support on advocacy issues, AAO also offers excellent continuing medical education and networking opportunities. AAO collaborates with other state ophthalmology societies in the region to present an outstanding annual meeting, the SouthEast Eye Meeting, held each year in Destin, Florida. The national AAO is only as strong as its weakest link in the state societies. Please continue to support AAO as a strong and growing state ophthalmology society!

The AAO collaborates with state ophthalmology societies including the AAO on a wide range of issues and programs, from educating patients about the differences in eye care providers via the EyeSmart program, to practice management and coding education via the CodeQuest program, to leadership development of Eye M.D.’s via the Leadership Development Program, to public service activities via EyeCare America and professional social media opportunities such as the EyeWiki and the online community. Please join your colleagues in supporting both your national organization and your state society.

David W. Park, II, M.D., AAO CEO and Executive Vice-President

Mike McEnirr, Esq.,
Executive Director, ALAO
2612 Seaton Park/Sturbridge Commons
Montgomery, AL 36116
E-mail: jmikenerr@gmail.com

Membership in ALAO: What’s in it for Me?
MSOA also gives orthopaedic physicians a voice in the political process through our Political Action Committee. By contributing to MSOA's PAC, you let our elected officials receive help from every orthopaedic physician in Missouri. In combination with our grassroots lobby days and professional lobbying efforts, the MSOA PAC has increased our effectiveness. The MSOA PAC has helped:

- Elect candidates and support elected officials of both parties who support physician issues.
- Lead a group of Missouri orthopaedic physicians to Washington, D.C. to educate federal policy makers on orthopaedic trauma, pay-for-performance, and reimbursement issues.
- Match orthopaedic physicians with their elected House and Senate members at Annual MSOA Lobby Days in Jefferson City.
- Host MSOA's Annual Legislative Reception with a bi-partisan group of legislators.

Annual membership dues are only $300. Most of your dues are tax deductible as a business expense.

If you have any questions about MSOA and our efforts for all orthopaedic physicians in Missouri, please do not hesitate to contact our office.

Many parts. One body. Recognizing that the future will require all orthopaedic physicians to forge a strong alliance, the physician members of MSOA have built a successful advocacy organization. We represent orthopaedic physicians in private practice, academic settings, hospitals and surgical centers. Our mission is simple—to serve as the leadership organization for all orthopaedic physicians and surgeons in Missouri.

Why should you participate in another medical organization? Because membership in the Missouri State Orthopaedic Association is an essential management tool for accurate and timely decision-making. Our members are entrusted with the survival and prosperity of their practices—as well as the livelihoods of their staff. Our members have bottom-line responsibility for the continuity, effectiveness and quality of care their patients receive. Our members understand the complex changes occurring in the healthcare marketplace.

Join your colleagues who have already discovered the value of MSOA if they plan to stay informed. We hope you will seriously consider participating in a leadership organization which influences and shapes changes in the healthcare environment.
State Orthopaedic Society  
SAMPLE RECRUITMENT LETTER

DATE

NAME
ADDRESS

Dear Dr __________:

As an orthopaedic surgeon, you are well aware of the many challenges facing healthcare providers in this new decade. You have chosen to practice in STATE for a reason, be it family, colleagues, lifestyle, etc. Whatever the rationale, we are happy that you are part of the orthopaedic community in our state.

There is strength in numbers. At this time we need every orthopedic surgeon in the STATE to become involved. That being said, State Orthopaedic Society (SOS) invites you to become a member.

In order to be effective in our efforts to unite all orthopaedic surgeons in promoting high quality musculoskeletal care, we must have your help. SOS President ________________, Membership Chair ________________ and I are looking forward to have you as part of our state society.

To join, all you need to do is make your check payable to the State Orthopaedic Society or provide your credit card information below and return with the membership application provided. A SOS representative will contact you to confirm details and requirements of membership. Your pending membership in the Society will be ratified by the membership committee and is subject to Board approval.

20__ MEMBERSHIP DUES..................................................AMOUNT DUE: $____

Card Number:_________________________________________ EXP: __________

Cardholder Name______________________________________ Security Code: _____

Thank you for your interest in the Society and I look forward to your participation as a new member.

Sincerely,

Jane Doe  
Executive Director  
SOS

apply at our website  
www.orthosociety.org/membership/apply-online  
questions? please contact janedoe@sorthosociety.org  
or call ________________
Sample State Orthopaedic Society Applications and Dues Statements

California Orthopaedic Association
"Your orthopaedic political voice in Sacramento"
"Keeping You Active" www.coa.org

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Active Member

2012 Dues Invoice

$275 Semi-Retired Member (Orthopaedist: 65 years of age or older and working 20 hours per week or less - treatment or medical-legal)

- $200 Orthopaedist in their first two years of practice (post fellowship training)
- $150 Orthopaedist in Active Duty in the Military
- $150 Research Associate Member
- $125 Orthopaedic Resident or Full-Time Fellow: date completing residency: fellowship:
- No Dues Life Member/Retired (orthopaedist 65 years of age or older and completely retired from practice of any type including medical-legal evaluations. This does not include uncompensated charity care.)
- No Dues Inactive Member (Active Member with temporary disability. Please send a letter explaining disability.)

COA’s dues include a $100 Contribution to OPAC - COA’s Political Action Committee. OPAC monies are used to support California elected officials who serve on key legislative committees and have supported COA’s viewpoints on legislation. You are not limited to the suggested contribution nor are you required to contribute to OPAC.

- Please remove my contribution to OPAC
- I would like to make an additional contribution to OPAC of $

Or renew your dues online at www.coa.org

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Office Information:

Medical Group: Office Manager: Office Manager Phone: Office Manager Email:

Orthopaedic Subspecialty:
(Choose as many categories that apply)

- Foot & Ankle
- General
- Hand/Wrist
- Hip
- Knee
- Oncology
- Industrial/AME/QME
- Sports Medicine
- Trauma
- Total Joints
- Shoulder/Elbow

Pediatrics

Please make any changes to your contact information above.

COA Membership requires that at least 90% of your professional activity is in the field of Orthopaedic Surgery. PLEASE NOTE: Payments/contributions to COA are not tax deductible as charitable contributions for federal income tax purposes. Due to federal laws limiting the tax deduction of membership dues paid to organizations involved in lobbying activities, 17% of your dues payment to COA may not be deducted as a business expense.
TO: Dr. ____________________________
DATE: ______________________, 20___

RE: 2012 MEMBERSHIP DUES INVESTMENT

President

Vice President

Secretary-Treasurer

Immediate Past President

At large Member

AAOS Councilor

Membership Chairman

Legislative Chairman

Program Chairman

Ex Officio Members

Executive Director

Below is the information currently on file for you. Please make any changes and add any additional information in the space below. Return this update, along with payment of your membership dues investment, by January 1, 2012.

PRACTICE:
STREET:
CITY:
STATE:
ZIP:

TELEPHONE:
FAX NUMBER:
E-MAIL:
PRACTICE SINCE:
STATE MED LIC #:
MED. SCHOOL:
INTERNSHIP:

RESIDENCY:
ABO CERTIFIED:
SPECIALIZATION:

MEMBER CLASS:
Membership Dues: $________

I understand that by providing the information above, and signing below, I hereby consent to receive mail, faxes and email sent by or on behalf of SOS. I also consent to the use of photos taken of me at SOS meetings on the SOS web site and other SOS promotional materials and publications.

Signature: ___________________________________________

I prefer to receive meeting notices and information by:

___ E-Mail ___ Mail ___ Text Message

NOTE: SOS dues are not deductible as a charitable contribution for federal tax purposes, but may be deductible as a business expense.
TO: __________________________________________

FROM: ______________________________________, Executive Director

SUBJECT: Group Invoicing for 20__ Dues

As requested, attached are the 20__ membership dues for the orthopaedic surgeons/DOs in your practice. We would appreciate your prompt processing of these invoices for payment. Please note any changes to the orthopaedic surgeons/DOs that are part of your practice:

Name of additional orthopaedic surgeons/DOs we should include in your group:

Name of orthopaedic surgeons/DOs no longer in your group and reason for leaving:

Change of Office Manager contact information:

If you have any changes, return this letter along with the enclosed dues invoices. To change the individual doctors’ information, please make notes directly on their dues invoice before returning it to the SOS. We would greatly appreciate any updated information you can provide, especially change of address, membership status/retirement, and email addresses. We would be happy to give you updated invoices if necessary, and provide applications for the orthopaedic surgeons/DOs in your group who have not yet joined. Please contact the SOS office with any further questions you may have—(___) __-____.

Thank you.
STATE ORTHOPAEDIC SOCIETY
Membership Application year 20__-20__

Name: ________________________________ Single: _____ Married: _____
Postal Address: ________________________________ Date of Birth: ________________
______________________________________________________________ (MM/DD/YY)
Office Address: ________________________________ Spouse name: ______________________
______________________________________________________________ Kids: ______________________
______________________________________________________________ License #: ______________________
Office Phone#: ________________________________ curriculum Vitae*: Yes: _____ No: _____
Fax #: ____________________________________ *Please submit CV to update our files
Home Phone#: __________________________________
Mobile: ________________________________
Email (1): ________________________________
Email (2): ________________________________
Office Hours: ________________________________

2nd Office Address: ________________________________ 2nd Office Hours: ________________________________
______________________________________________________________
Phone#: ____________________________________ Hospital(s) where you work: ________________________________
______________________________________________________________
Fax #: ____________________________________
Twitter: ________________________________ LinkedIn: ________________________________
Facebook: ________________________________

Specialty Area: (Please check the three principle areas of your practice)

___ General and/or Trauma  ___ Knee and Hip  ___ Hand
___ Pediatric  ___ Reconstructive  ___ Joint Replacement
___ Sports Medicine  ___ Foot and Ankle  ___ Spine
___ Tumors  ___ Arthroscopy  ___ Shoulder  Other: ________________________________

Membership year: 20__-20__ **  Dues: $ (AMOUNT)
Type of membership: ________________________________
Check # ________________ Amount: ________________

**Please write a check payable to: (NAME OF SOS)
Send to: SOS ADDRESS
________ SOS CITY, STATE, ZIP

Credit card: [ ] Visa [ ] Master Card [ ] American Express [ ] Other: ________________________________
Name on card: ________________________________
Card #: ________________________________ Expiration date: ________________________________
FLORIDA ORTHOPAEDIC SOCIETY ~ MEMBERSHIP APPLICATION

Membership Categories: (Please circle category for which you are applying)

Candidate- shall be doctors of medicine/osteopathy who are engaged full time in an AMA-approved orthopaedic surgery residency program or have completed the same not yet eligible for associate membership.

Associate- shall be doctors of medicine/osteopathy licensed in Florida; have completed an AMA-approved orthopaedic training program; have been engaged in the exclusive practice of orthopaedic surgery for at least 2 years in the same locality in Florida.

Active- shall be doctors of medicine/osteopathy licensed in Florida; have been engaged in the exclusive practice of orthopaedic surgery for at least 4 years in Florida; have been an associate for 2 yrs; and shall be certified by the American Board of Orthopaedic Surgery or the American Osteopathic Association.

Membership Fees:
Candidate Member $50
Active and/or Associate Member $200

Optional Fees:
Florida Orthopaedic Political Action Committee $100
Legislative Advocacy Fund $100

Make or Fax Payment to:
Florida Orthopaedic Society
17503 Mallard Court
Lutz, FL 33559
Tel: 813-948-8660
Fax: 813-949-8994

Name Degree

Practice

Office Address

City State Zip

Phone Fax

E-mail address Orthopaedic Sub-Specialty

Spouse’s Name Office Manager

I am interested in serving on the following committee:

_____ Legislation
_____ Medical Economics
_____ Program
_____ FOPAC

I am interested in serving as a key contact to the following legislators:

Name of Legislator:

CERTIFICATE
I certify that I have completed the training and practice requirements in the category for which I have applied. No restrictions have been placed upon my practice privileges by the State of Florida.

Date of Application Signature

COMMUNICATIONS CONSENT FORM
I understand that by providing my mailing address, e-mail address, telephone number, and fax number above, I consent to receive communications via regular mail, e-mail, telephone, and/or fax sent to that address/number above, on behalf of the Florida Orthopaedic Society and the Florida Orthopaedic Political Action Committee.

Date Signature

Please Note that the Revenue Reconciliation Act of 1993 states that association dues used for lobbying activities are not deductible as a business expense. As a result 35% of FOS membership dues and 100% of the voluntary legislative action contributions cannot be deducted as a business expense for federal income tax purposes.

Payment Information:
Enclosed please find my check made payable to the “Florida Orthopaedic Society”.

I hereby authorize the following amount to be charged to my credit card. Amount:

Card #: ____________ Expiration Date: ____________
(Visa, Mastercard, r)

Security Code or CIN Number (last 3 digits on back of VISA or M/C): ____________
South Carolina Orthopaedic Association

Application for Membership

Name: ______________________________ Birth Date: __________________

Office Address: __________________________ State: _____ Zip Code: ____________

Telephone: __________________ Fax: ______________ E-Mail: __________________

Home Address: __________________________ State: _____ Zip Code: ____________

Telephone: __________________ Marriage Status: __________ Spouse Name: __________

Medical College Attended: __________________________ Year Graduated: _____

Internship, Residency & Fellowship: __________________________

Date of Certification and Recertification by American Board of Orthopaedic Surgery: ________________

Time in Orthopaedic Practice in South Carolina: __________________________

Date of License to Practice in South Carolina: ________________ SC License Number: ________________

Medical Society Memberships: __________________________

Please Check Membership Category: _____ Active (Dues $475) _____ Associate (Non-Dues)

_____ Honorary (Non-Dues) _____ Candidate (Non-Dues)

Date Completed: __________ Date Induced: __________ Date Paid: __________

Return to: Fraser Cobbe, Executive Director
South Carolina Orthopaedic Association
17503 Mallard Court, Lutz, FL 33559

813-949-3121, Fax: 813-949-8994
scoa@cobbemanagement.com
Additional Resources

ASAE & The Center for Leadership. *Membership Essentials: Recruitment, Retention, Roles, Responsibilities and Resources.*

ASAE & The Center for Leadership. *The Decision to Join.*

Dalton, James and Monica Digham. *10 Lessons for Cultivating Member Commitment.*

Jacobs, Sheri. *The Art of Membership: How to Attract, Retain and Cement Member Loyalty.*


Sladek, Sarah L. *The End of Membership As We Know It: Building the Fortune-Flipping, Must-Have Association of the Next Century.*