



The Companion

The newsletter for the AO VET North America community

Spring 2021

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One AO 2021



From the Editor

Happy 2021 to all. In the wake of a trying and unusual (and a few other choice words not fit for print...) year, we have learned a few things about ourselves and AO VET North America. We are resilient; in online forums and via social media we offered comradery and support to each other and those in the veterinary surgery community. We are adaptive; the AO VET North America staff and the educators in our ranks came together and redesigned critical elements of the curriculum for online delivery and rolled it out in seamless fashion. We are also popular; attendance of the online offerings has been excellent across the board and membership is up.

AO VET North America's digital transformation is proving well-timed. The rise in demand for online education is not just an effect of the pandemic, it is a paradigm shift in the consumption of education altogether. With the digital world becoming more familiar and the demands on our time increasing, there is value in the convenience of getting what you need, what you want, on your terms at your time. Our education goals in 2021 are aligned with that target.

That said, there will never be a substitute for the quality of education or for the development of community that comes from meeting in person. With vaccination on the rise and an end to the travel restrictions in sight, we are all looking forward to resumption of face-to-face events. Everyone at AO VET North America is working hard with our educational partners to bring these events back to life. For now, fill your AO VET North America mug with coffee or a cup of cheer and celebrate the achievements of the past year and the proximity of visiting in person once again.

Sincerely,

A stylized, handwritten signature in white ink, appearing to read 'Janik Gasiorowski'.

Janik Gasiorowski, DVM, DACVS

The logo for AO VET, featuring the letters 'AO' in a large, stylized font above the word 'VET' in a smaller, bold font. The logo is white and is positioned on the right side of the page, partially overlapping a dark, rounded rectangular shape that resembles a mug.

Message from the President of AO North America

Amy S. Kapatkin, DVM, MAS, DACVS



Dear All at AO VET NA,

The big news is that August 2021 is the time we restart in-person learning events. Course planning is in process and faculty invitations are being sent. All at AO NA appreciate how nimble the course chairs and faculty have been in changing delivery of their courses during the pandemic. To give you an idea of how packed August through December 2021 will be, every single weekend has a live course event or offering. This means the AO NA staff will be traveling weekly and be on course sites nonstop to accommodate all four clinical divisions. Faculty can help the staff by making sure they turn in their course materials early and avoiding last minute changes.

Congratulations to Dr. Jeff Watkins for securing the AO VET International Board Chair position. This is a huge honor and reflects the respect he has earned as the leader of AO VET NA as Board Chair. Jeff takes over this position in late June after the AO Trustees meeting. Jeff has been an ardent negotiator for North America on the international board. His advocacy has helped AO VET NA continue to be a leader in education and the VET community. As you know from my previous newsletter, all of the AO NA clinical divisions had to align their governance documents and they were presented to

the AO Foundation Board in March 2021. Now that they are approved, the Foundation will allow us to move forward with this important election for Jeff's successor. Please look for this announcement in the upcoming weeks. North America is the only region of AO that allows every faculty member of the clinical division to nominate candidates and vote. Please take advantage of this opportunity to have a say in your governance. Once again- a huge thank you to Jeff for his continued leadership for AO VET.

I want to acknowledge all of the faculty, staff, and learners for their continued engagement making us successful. This is a volunteer organization of extremely dedicated individuals; your work is very much appreciated.

Sincerely

A handwritten signature in black ink, reading "Amy Kapatkin". The signature is fluid and cursive.

Amy S. Kapatkin DVM, MAS, DACVS
AO North America President



AO VET International Update

By: Tobias Hovekamp, PhD, Senior Project Manager Education and
Regula Bleuler, Community Development Manager AO VET

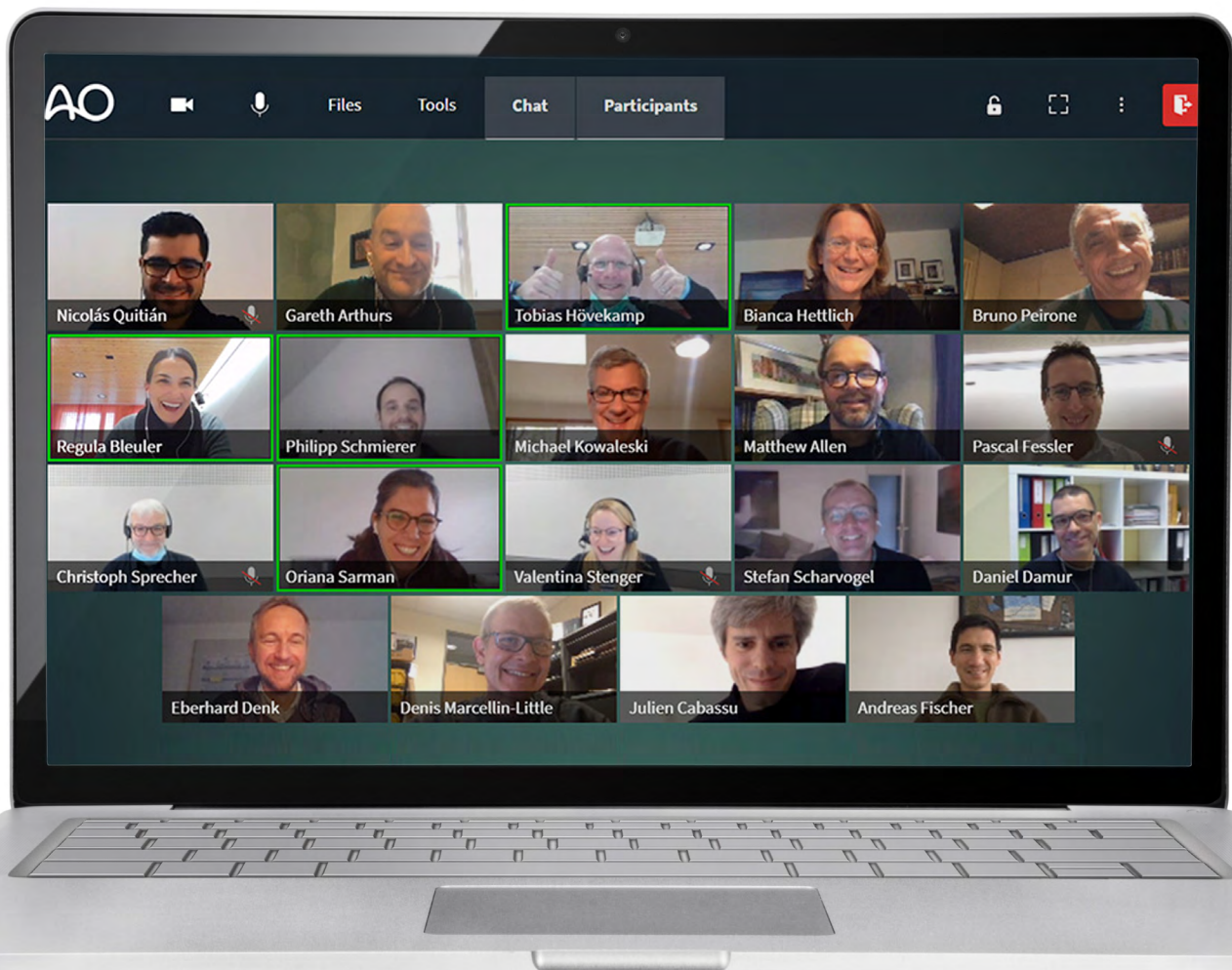


Davos 2020: AO VET's first-ever online-only Master's course was a true success

Joint-Related Diseases: Old Myths, New Truths

One hundred and twenty-five participants from all over the world took part in AO VET's first-ever fully online AO Davos Courses 2020, December 3–6. The course, delivered from 12:00–15:00 Central European Time (CET) over four consecutive days, drew participants from Europe and Southern Africa (66%), Asia Pacific (19%), North America (10%), and Latin America (4%). In addition to the core course, all participants took part in online small group case discussions for 1.5 hours per day. They were able to choose between three different slots available each day in order to best accommodate their schedule.

The highly interactive AO VET Masters Course—Joint-Related Diseases: Old Myths, New Truths, under the lead of Course Chairperson Stefan Scharvogel was delivered by 14 renowned faculty members. It included 18 hours of lectures, panel discussions, demonstrations, and small group case discussions. During the course, past Course Chairperson Bruno Peirone and Assistant Course Chairpersons Philipp Schmierer and Julien Cabassu continued the discussion on **myAO** and added useful information, such as scientific papers related to the course topic.

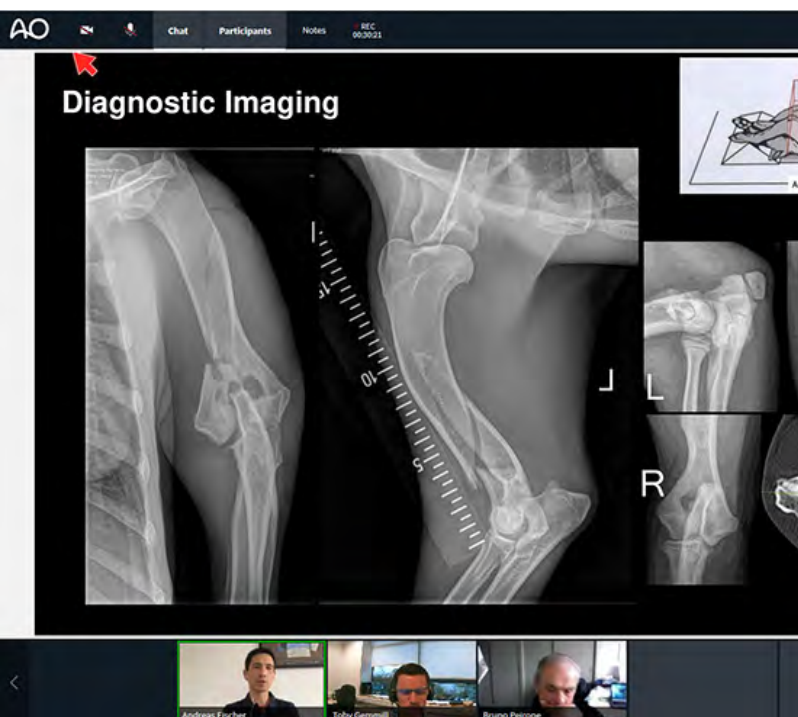




AO VET also hosted the networking session titled, **“Trust, identification, values, and team: the fundamentals of a safe and efficient working environment.”** This nonclinical, open-access session delivered inspiration, ideas, and practical insights from the cockpit and frontline of a trauma hospital in Germany.

In parallel, the AO’s state-of-the-art virtual environment brought the AO Davos Courses 2020 to life for more than 200 visitors to AO VET’s virtual booth. Overall, 7,330 unique users—only 21.8 % of whom were course participants—were attracted to the AO Davos Courses 2020.

In addition, 11 interviews with AO VET representatives were broadcast on AO TV. The wide range of topics included research, fellowship experiences, and community development.



Overwhelmingly positive feedback

Feedback from course participants was overwhelmingly positive.

“I was very skeptical as I heard that this year it is only an online course but then I was surprised by how interactive this event was. This strategy to avoid only a normal lecture webinar was brilliant! Not boring or too long at all!” said **Diane Meiler**, head of surgery at AniCura Tierklinik Haar, Germany. “It was a perfect mixture of lecture and panel as well as participant discussions. The faculty did a great job of integrating everything in the cases.”

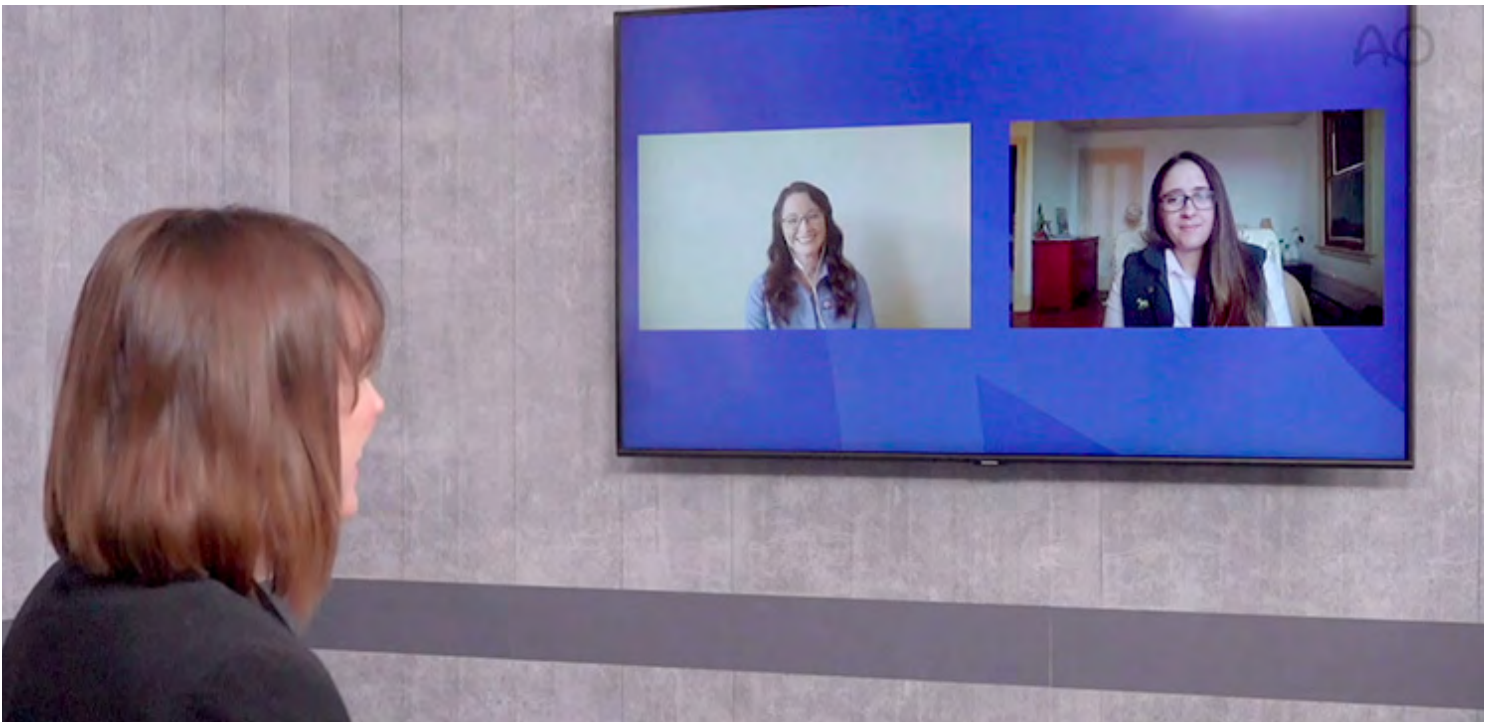
Course participant **Márcio Poletto Ferreira**, from Porto Alegre, Brazil, said AO VET exceeded his expectations.

“I liked the course a lot, mostly the range of subjects addressed during those four days. It was very organized, too. I had been expecting some technical issues, but it didn’t happen. The spirit was friendly, with a huge effort to encourage participants to interact.

I did my first AO VET course in 2006, in Santiago, Chile,” Poletto said. “Since then, AO VET has been my first choice for learning and refining my orthopedic skills. In summary, AO VET is one of the best ways to develop skills and advance your career.”

Faculty member **Bianca Hettlich** also appreciated the level of interaction.

“I loved how interactive people were in the chat and the wealth of information that could be shared this way,” she said.



‘Spirited discussion and interaction’

Faculty member **Mike Kowaleski** said the fully online format—and the strategies behind it—laid the foundation for a highly engaging educational event.

“The course content was at a very high level as usual, but for me the most significant learning experience involved the very effective new strategies that were employed in the online format including the virtual panel discussions and small group breakout sessions,” he said. “The blending of state-of-the-art lectures, panel discussions, and small group case discussions allowed spirited discussion and interaction to occur to an extent very similar to that of a live event.”

Assistant Course Chair Cabassu called the course “an amazing teaching experience allowing pleasant debates and intimate case discussions between participants and faculty.”

“I enjoyed being part of this course and sharing experience with my friends and colleagues,” he said. “My best learning experience was definitively the first day around the shoulder in which we had great discussions and cases about tendons and ligaments disorders with faculty having a broad experience! It was also the first session and I was very excited to be part of this new course format!”

‘The Davos spirit’

The event was both a teaching and learning experience for Assistant Course Chairperson Schmierer.

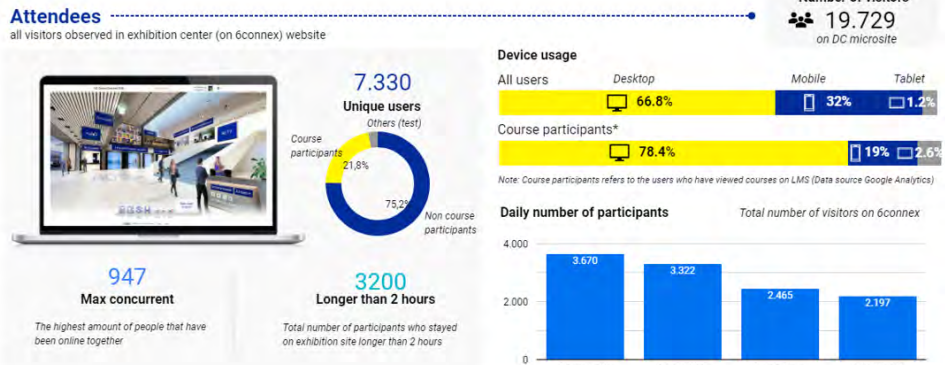
“It is always a great experience to be involved as a faculty as with all the teaching that you do, you will always learn new things from participants and peers,” he explained. “Being exposed to so many interesting people all following the same goal, improve our patient care, that’s the Davos spirit.”

Overall, the event’s interaction was intense and satisfying, Course Chair Scharvogel added.

“In addition to the small group case discussions, there were continuous questions and answers (Q&A) going on parallel to the state-of-the-art lectures and panel discussions. Unlike on-site events, where some Q&A occurs at the end of the presentation, all faculty could get involved for real-time Q&A in the online format, resulting in rich and interesting interactions,” the course chairperson said. “I was positively impressed with the possibilities the online format had. Participants were just as active and contributive as with on-site events. The continuous presence of most faculty was a plus since it allowed sharing of a huge wealth of experience.”

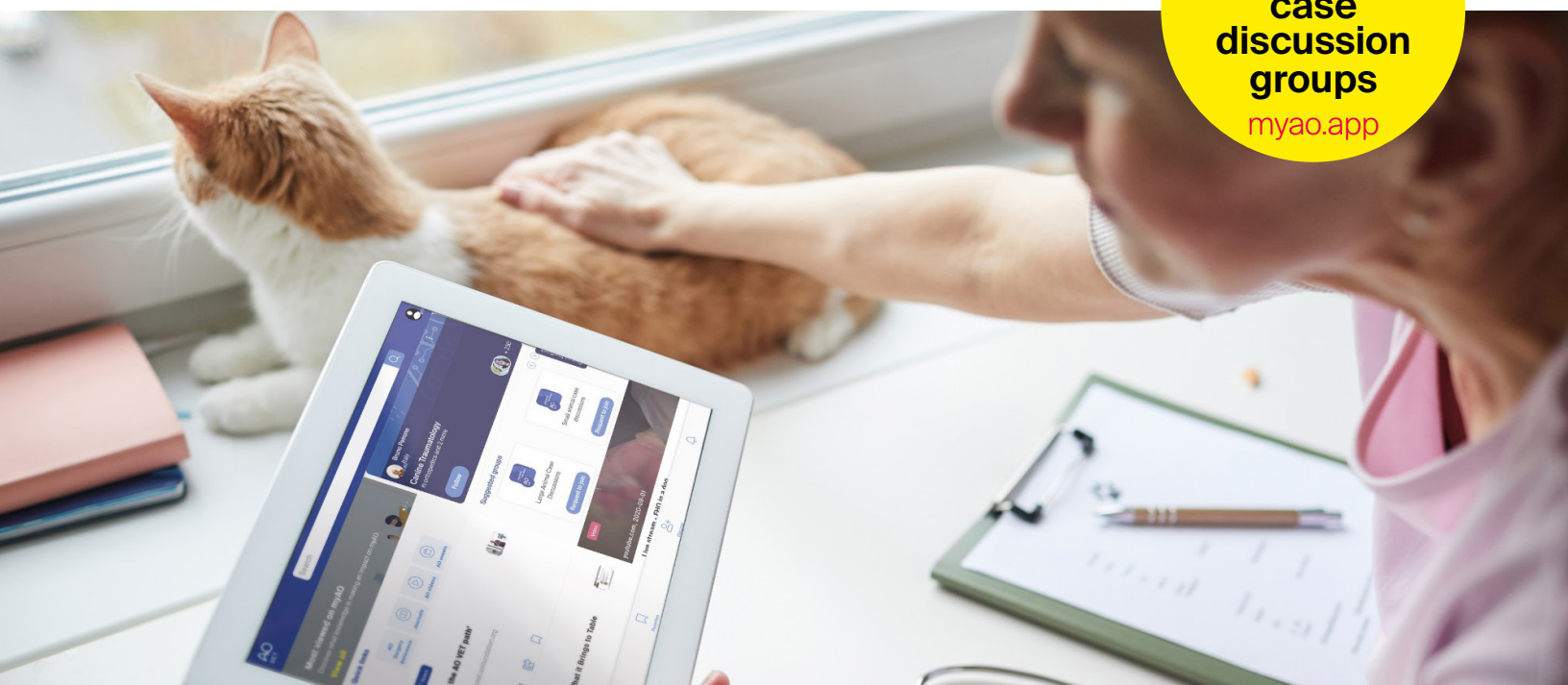


Digital Experience Summary report



Engage with other veterinarians in a safe environment

Join
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discussion
groups
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myAO is a secure online environment designed for verified veterinarians, where you can engage with colleagues throughout the world.

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AO VET NA Welcomes New Research Chair

Kyla Ortved, DVM, PhD, DACVS, DACVSMR
University of Pennsylvania School of Veterinary Medicine

We are pleased to announce that Kyla Ortved, DVM, PhD, DACVS, DACVSMR has been elected as the next AO VET NA Research Chair. Dr. Ortved will succeed Denis Marcellin-Little, DEDV, DACVS, DACVSMR who is now the VET representative on the AO North America Board of Directors. We thank Dr. Marcellin-Little for his years of service as the Research Chair.

Dr. Ortved is an Assistant Professor of Large Animal Surgery at New Bolton Center, University of Pennsylvania. She plays an active role in both clinical orthopedics and orthopedic research. Her clinical focus is on equine orthopedic surgery, while her laboratory is focused on developing cell and gene therapies for joint disease, particularly posttraumatic osteoarthritis, using the horse as a model for human disease.

Dr. Ortved says:

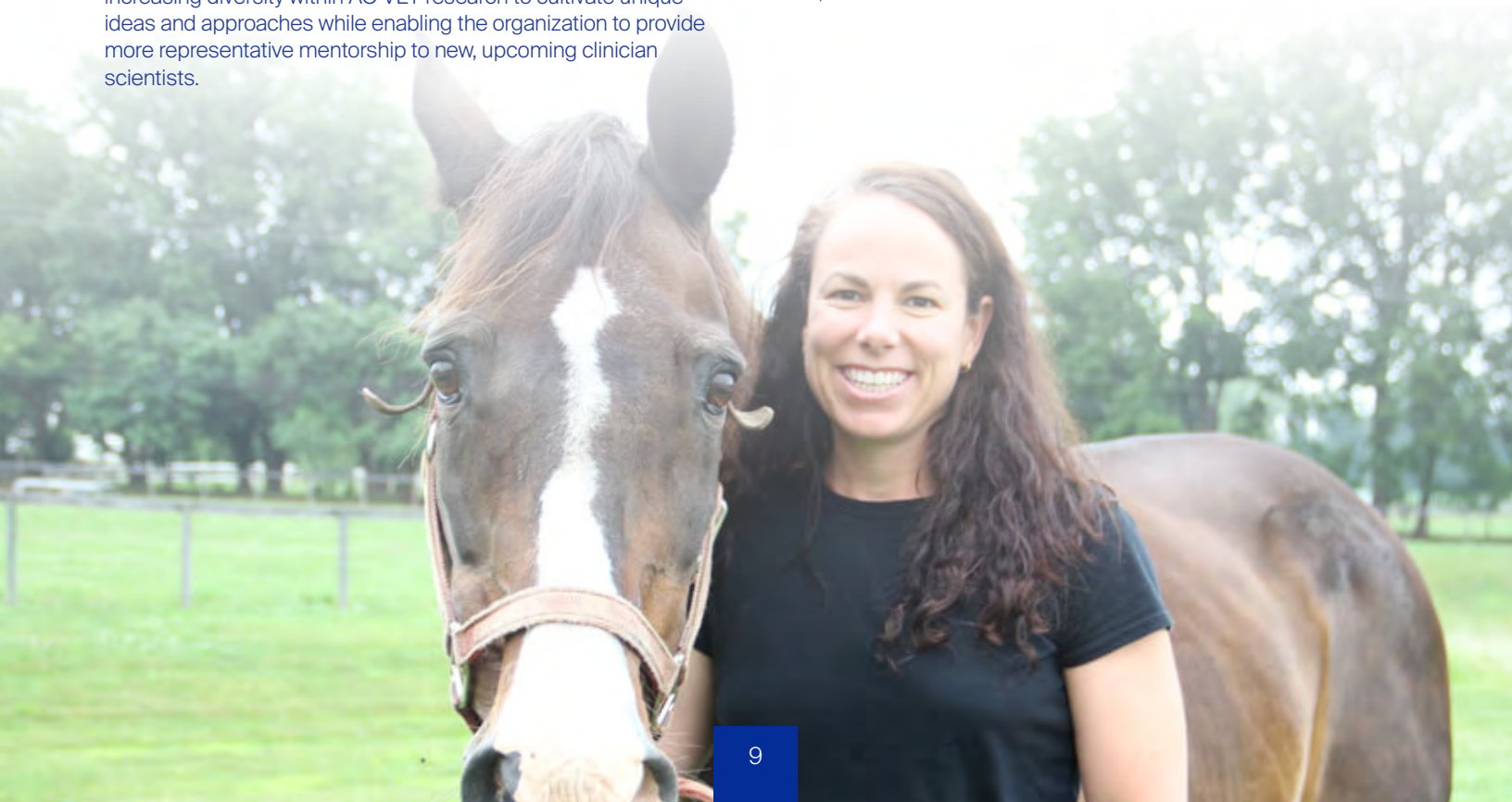
"The AO Foundation has a long history of advancing orthopedics through innovation and development that has benefited both human and veterinary patients worldwide. Research is the basis upon which we as a community are able to push the field of orthopedic surgery forward. As a clinician scientist I hope to build upon this tradition by promoting clinically relevant research by AO VET members and beyond. I plan on doing this by fostering interest and skills in the younger generation through outreach, working with the international AO VET community to further develop fellowship and training opportunities, and increasing diversity within AO VET research to cultivate unique ideas and approaches while enabling the organization to provide more representative mentorship to new, upcoming clinician scientists."

Just recently, I served as a reviewer and panelist for AO VET's "Bridging the Gap: Translating Clinical Research to Clinical Practice", which connected the international AO VET research community and provided several young researchers the opportunity to discuss their work. Our current ability to easily connect online provides ample opportunity for us to build upon these efforts and expand the reach and impact of orthopedic research. I am excited to strengthen AO VET's presence through support of and dedication to collaborative, translational and impactful research."

On behalf of the AO VET North America Board, please join me in congratulating Dr. Kyla Ortved on her election and wishing her well in her position as a member of the AO VET NA Board.

Sincerely,

Jeffrey P. Watkins, DVM, MS, DACVS
Chair, AO VET NA





Chair's Corner

By: Jeff Watkins, DVM, MS, DACVS
Chair, AO VET NA

Welcome to our spring/summer issue of the AO VET NA newsletter. I hope you enjoyed our inaugural newsletter this past fall. I would encourage you, the membership, to engage in this opportunity to not only read about the happenings of your community, but to contribute. You can do this by suggesting topics to be added to our fall 2021 newsletter as well as submitting a short commentary, to be considered for publication, to Andrea McClimon at mcclimon.andrea@aona.org.

I'd like to take a moment to discuss our governance and bring you up to date on happenings since this past fall. You may recall from the fall newsletter; I gave notice that we would be sending out a call for qualified individuals to be nominated and stand for election to the chair's position. My three-year term as Chair will end after the upcoming AO Foundation's trustee meeting which will be held in the last week of June. The intent was to have the chair-elect engaged in our governance well before the end of my term to help ensure a smooth transition. As it turns out, the AO Foundation Board asked that we delay the election until they had an opportunity to review and discuss our process and work towards alignment with other regions and clinical divisions in our global network. We anticipate that we will be back on track soon, so please consider putting names forward who meet the criteria defined in the forthcoming call for nominations.

Denis Marcellin-Little has joined the AO NA Board of Directors, and we would like to thank him for his leadership as Research Chair. As chair he represented AO VET NA on the Research commission at the international level. Equally important, his voice of reason and strategic thinking were highly valued by the AO VET NA board. We want to thank him again for his service. I am confident he will perform admirably as our representative on the AO NA Board. With his ascension, an open position was created on our board. As you are aware, a call for nominations was sent out at the end of 2020. We were fortunate to have three excellent candidates to choose from and are pleased that Kyla Ortved has accepted the position. There is no doubt that Kyla will continue to provide leadership and expand opportunities for research in the region and be a key player on the international research commission.

I want to take a moment to thank Mike Lewis for his efforts and leadership in the budgeting process for AO NA and especially for his support of AO VET NA activities. Mike will be retiring in June of 2021. Although we will miss him, we are fortunate to have Karen Richards taking the reins. I'm certain AO VET NA will continue to have the same high level of support we have enjoyed in the past, and we are looking forward to working with Karen. This year, our budget has benefited from the savings that arose from our inability to provide face-to-face educational events. We anticipate expanding our offerings in the short term using some of these savings as they can be rolled over into next year's budget. We all believe that the blending of online and face-to-face events will allow us to leverage our budget and continue to offer best in class orthopedic education. The online events we have produced thus far will be complemented by our face-to-face events going forward.

Throughout the remainder of the newsletter will be updates from each of our chairs: our educational programs have continued to flourish despite the restrictions in place as the pandemic has raged. The Education Committee under José García-López and Laurent Guiot has done a great job of planning, and with the various course chairs, implementing a number of highly effective online educational offerings and getting ready for upcoming in-person events which we anticipate reinstating soon. Community development led by Janik Gasiorowski continued to engage with ACVS and VOS by virtual means. Notably, membership numbers in AO NA continue to climb and we are looking forward to greater representation and engagement in upcoming years from our increasingly diverse membership. Shanti Jha has been working to be sure that once restrictions are lifted, our preceptorship program will be able to regain the traction it was beginning to enjoy prior to the pandemic. Look for the new preceptorship flyer and continue to encourage your residents to apply. In addition, if your practice has interest in becoming a host site, please contact Shanti.

An upshot from what has been a most difficult year is recognition of AO VET NA's leadership in transitioning to online education and working towards a complete platform to support all aspects of creating and delivering best in class content to our membership. This could not have been accomplished without everyone involved being extremely flexible and willing to put extra effort towards this objective. One person deserves to be recognized, Chitra Subramaniam. She has tirelessly led this effort and I want to recognize her for her efforts and express my deepest gratitude for her leadership. It is indeed noteworthy that AO VET International has asked AO VET NA to take the lead and further develop this platform with the intent of implementing many of these initiatives for the benefit of the AO VET global community. Kudos and accolades for Chitra and her team!

As I sign off for the last time as chair, I would like to thank everyone for their support, guidance, and contributions. A special thanks goes to the entire staff at the AO NA office who support AO VET NA. They are the glue that holds this organization together. I would especially like to recognize Andrea McClimon, our Regional Director, Brenda Lowry, Education Development Manager, Julie Foley, Project Development Coordinator and Kelly McCormick, Program Manager, for all they do to keep us lined-out and moving forward. Without this TEAM, much of what we get accomplished would flounder. Finally, I would like to thank AO VET NA for allowing me to serve in this capacity. It has truly been an honor and I look forward to continuing to support AO VET NA in the future.

Jeff Watkins, DVM, MS, DACVS



Digital Transformation continues at AO NA

By: Josh Block, Project Manager, AO North America



According to business technology news outlet Future of Work, “digital transformation is a journey, not a destination.”

“Some companies think they can update their websites and in-house applications, buy a few new devices, and then call it a day—but that’s not the way digital transformation works.”

At AO North America, it is with this mindset that we work to bring the organization further into

the digital realm. A recent important step in AO North America’s journey has been training our staff to understand and work within our digital transformation.

AO NA employees attended nine weeks of DQ training sessions that started in December of last year and ended in February. You are likely wondering what DQ is, and no—it’s not the home of delicious soft serve ice cream and Blizzards! DQ stands for Digital Quotient. That is, we asked our staff to think about the individual roles they play in our digital transformation.

The curriculum featured diverse topics all centered around digital transformation, including our website, branding, social media, Totara, and a conversation on personalization. For each, we dove into what we are doing, why we are doing it, and exactly how it applies to our work and mission.

Now that our staff are up to speed on our journey, we are continuing to set the path for the future.

Our current efforts are focused on email automation. We are creating solutions for email marketing that will recognize when a surgeon registers for a course or event, stop emailing them promotional pieces, and instead thank the participant for registering and follow up with reminders.

We are also setting up a series of automated emails that will go out to new AO North America subscribers, educating them on who we are, what we do, and how they can get involved. This includes a push to connect with us on social media and become an active participant in the AO NA community.

On the aona.org website front, we are beginning to experiment with personalization. Once logged in, our website’s platform is capable of showing you content based on your clinical division, location, and even on your career journey (resident, fellow, practicing surgeon, etc.). We plan to start testing personalized content features on our website later in 2021.

As we move through this journey together, there’s still much that we will continue to do and much that we have yet to begin.

Our digital transformation will continue guiding us as we ensure our website and digital platforms prioritize ease of use, provide relevant content to our surgeons when they need it, and offer experiences that represent our unique culture and community.

AO VET North America 2021 Education

In-person courses (tentative)

Date	Activity
May 3, 10, 17, 24, 2021 6:00pm–8:00pm Eastern	Online AO VET NA Blended Course—Advanced Techniques in Small Animal Fracture Management M. Kowaleski—Chairperson, W. B. Saunders—Co-Chairperson A two-day Lab (wet and dry) will be held in November 2021 in LV exclusively for those who participate fully in all four of these weekly online sessions in May 2021 or who had participated fully in the same online course in 2020
August 31–September 2, 2021	AO VET NA Course—Operative Treatment of Veterinary Craniomaxillofacial Trauma and Reconstruction (with canine and feline anatomical specimens) C. Snyder—Chairperson, R. Boudrieau / N. Fiani—Co-Chairpersons Renaissance Las Vegas Hotel / Viticus Group / Oquendo Campus—Lab, Las Vegas, NV
September 20–21, 2021	AO VET NA Course—Principles in Small Animal Fracture Management LAB S. Budsberg / S. Schaefer—Chairpersons, M. Bergh / R. McLaughlin—Co-Chairpersons Private Event for 2020 SA Principles registered online course participants only Harrah's Las Vegas Hotel & Casino, Las Vegas, NV
September 22–24, 2021	AO VET NA Masters Course—Surgical Management of Injuries in Canine Sports Medicine with Wet Lab M. Berghe—Chairperson, K. Bruecker—Co-Chairperson Harrah's Las Vegas Hotel & Casino / Viticus Group / Oquendo Campus—Lab, Las Vegas, NV
September 22–25, 2021	AO VET NA Course—Principles in Small Animal Fracture Management S. Schaefer—Chairperson, R. McLaughlin—Co-Chairperson Harrah's Las Vegas Hotel & Casino, Las Vegas, NV
October 15, 2021	AO VET NA Course—Principles in Equine Fracture Management LAB A. Ruggles—Chairperson, J. Gasiorowski—Co-Chairperson Private Event for 2020 Equine Principles registered online course participants only Hilton La Jolla Torrey Pines, La Jolla, CA
October 16–18, 2021	AO VET NA Course—Advanced Techniques in Equine Fracture Management A. Ruggles—Chairperson, L. Bramlage—Co-Chairperson Hilton La Jolla Torrey Pines, La Jolla, CA
November 3–6, 2021	AO VET NA Course—Principles in Small Animal Fracture Management S. Budsberg—Chairperson, M. Bergh—Co-Chairperson Caribe Royale Orlando, Orlando, FL
November 8–9	AO VET NA Course—Advanced Techniques in Small Animal Fracture Management (wet and dry lab) to include Radiographic Review of Wet Lab Fracture Cases M. Kowaleski—Chairperson, W. B. Saunders—Co-Chairperson Private Event for 2020/2021 SA Principles & Advanced registered online course participants only Hotel—TBD / Viticus Group / Oquendo Campus—Lab, Las Vegas, NV
December 1–2, 2021	AO VET NA Masters Course—Feline Orthopedics (with feline anatomical specimens) K. Perry—Chairperson, S. Kerwin—Co-Chairperson Renaissance Las Vegas Hotel—TBD / Viticus Group / Eastern Campus—Lab, Las Vegas, NV
January 10–11, 2022	AO VET NA Course—Surgical Approaches to Long Bones (with canine anatomical specimens) S. Roe—Chairperson, L. Guiot—Co-Chairperson Renaissance Las Vegas Hotel / Viticus Group / Oquendo Campus – Lab, Las Vegas, NV
January 13–15, 2022	AO VET NA Course—Small Animal Minimally Invasive Osteosynthesis Traumatology (with canine anatomical specimens) L. Dejardin—Chairperson, K. Perry—Co-Chairperson Renaissance Las Vegas Hotel / Viticus Group / Oquendo Campus—Lab, Las Vegas, NV

Webinars

August 18, 2021	AO VET NA Webinar—MIO in Small Animals K. Perry—Moderator, L. Dejardin—Speaker
October 20, 2021	AO VET NA Webinar—Management of Non-Septic Complications: Expert Panel K. Glass / P. Hogan / K. Ortvad



Learning to be an Expert

Welcome back to Learning Matters!

In the first issue of the newsletter, I left you with a question: How do you learn to become an expert? I introduced the concept of “deep smarts” which is just not the facts and data that one can access and interpret, it’s the “know how”, skilled ways of thinking and associated behaviors that consistently lead to success. They are typically experience-based and take time to develop. They are nearly indispensable for any organization. People with such deep smarts cannot be just hired off the streets and/or right after university. They have, over time, proven their ability to quickly and efficiently adapt, problem solve and acquire expertise¹. What does this mean for those of us involved in surgical education and training? How can we develop such deep smarts with expertise?

Sir Francis Galton was the first to study the common set of causes that was thought to contribute to excellence in diverse fields and domains². Galton concluded that eminence, which is exceptional performance, must be hereditary and transmitted genetically from parents to their offspring. He found that eminent individuals in the British Isles were related closely to other eminent people. Galton proposed that eminence was a combination of three qualities— intellect, disposition and innate ability to work laboriously with zeal. He also argued that as long as one is a novice, one believes that there is hardly an assignable limit to the education of one’s muscles, but the daily gain is soon discovered to diminish, and at last it vanishes altogether. Their maximum performance becomes a rigidly determinate quantity³.

Edward Thorndike (1921) observed that adults perform even their most frequent tasks at levels far from their maximum capacities, for example adding numbers and doing math, writing legibly⁴. As Galton described, daily gains of eminence seem to diminish and eventually disappear. Thorndike attributed this to three factors: we have too many things to improve upon, do not know how to direct our practice, or have no interest in improving; or a combination of all the three. However, merely engaging in long hours of practice without a structure and purpose have shown to produce mixed results and has been a source of controversy. K. Anders Ericsson (1993), based on his decade of research on acquisition of expertise, presents a framework for deliberate practice. It is a highly structured activity with a focused goal to improve performance. Specific tasks are invented to overcome weaknesses, and performance is carefully monitored to provide cues for further improvement.

Deliberate practice requires effort and individuals continue to engage in such practice because practice improves performance⁵. Benjamin Bloom, an educational psychologist who promoted mastery learning and higher-level thinking, characterizes the period of preparation for expert performance into three phases⁶. Phase 1 begins with the introduction to the activities and ends with the start of deliberate practice. The second phase includes an extended period of preparation and ends with the individual’s commitment to pursue activities in the domain on a full-time basis.

Phase 3 consists of a full-time commitment to improving performance and ends when the individual either can make a living as a professional performer in the domain or terminates full-time engagement in the activity. During these phases the individual requires support from the environment, the educational institution, and family. A fourth phase could be added to his model as eminent performance when the individual makes unique contributions to their domain.

Dorothy Leonard at the Harvard Business School, coauthor of *Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom*⁷, provides a process “OPPTY™” that novices and advanced beginners can use to learn from the “unconsciously competent” experts¹. OPPTY™ stands for Observation, Practice, Partnering and joint problem solving and Taking Responsibility.



LEARNING MATTERS

Continued

Chitra Subramaniam, PhD—Chief Learning and Strategy Officer, AO North America



continued...

Observation involves shadowing an expert and systematically analyzing what he/she does. Practice requires specific behaviors or tasks that can be attempted by the novice on their own along with feedback and supervision from the expert. Partnering and joint problem solving involves working with experts to actively analyze and address challenges in learner behavior and performance. Eventually the novice takes responsibility and performs the task on their own.

Along the way in every stage of the process, there are opportunities for reflection and feedback to internalize as much as possible. Learner motivation and discipline are key to the success of the process. Codifying new knowledge acquired that can be later reviewed and referred to is important as well.

A learning log that can serve as a representation of the experience, the context, the “why” and “how” related to the expert behavior can help guide the novice or advanced beginner as they practice and evaluate their own performance. This process can be applied across distances and compressed in time according to Dr. Leonard. Transfer of expertise does not also have to be one to one.

One can gain deep smarts from several experts and one expert can mentor several individuals. Thus, expertise can be built through experiences guided by smart people around each of us.

What does this all mean and how does it apply to all of us. All of what I have described might seem to be common knowledge and practices we have already adopted. I however think there is still much to be done related to deliberate practice as defined by Ericsson and the stages of OPPTY™ that Dr. Leonard describes.

The role of CPD providers like AO NA in the continuum of learning is to ensure that we facilitate acquisition of expertise and maintenance of competencies required. We also need to provide the network and the resources that can provide the experience guided by experts to gain the deep smarts needed to contribute to the domain and discipline.

Then, the core requirement of continuous deliberate practice, we need to focus on feedback insights into problem solving and establishing partnerships that support development of expertise. This we know, because current training programs feel rushed and there is not enough time and exposure to cases or opportunities for practice, or thoughtful, meaningful conversations as we address the requirements of the curricula.

Maybe COVID in its own unique way has made us think hard about the design of our learning experiences. Leveraging the technological advances and what our experiences in the past eight months have

taught us, we should think about how we can provide the individual learners increased practice time, offer necessary feedback and coaching and provide opportunities for partnering and joint problem solving with the experts.

Our face-to-face events are core to surgical training and engaging both learners and experts in ways that can offer guided experiences that lead to acquisition of expertise.

Can we allow for continuous engagement, observation, more opportunities for deliberate practice, interactions with experts, real-time feedback, access to tools and resources for decision making, and promote social intelligence and peer interactions that are a “value add” to any experience?

Can we promote deep learning and deep smarts in individuals that come to us with the expectation of learning how to become the experts they interact with and from whom they want to learn?

Until our next article!

References

1. Leonard, D., Barton, G., and Barton, M., Make Yourself an Expert, *Harvard Business Review, Special Issue, [originally published April 2013]*, special issue, Winter 2019
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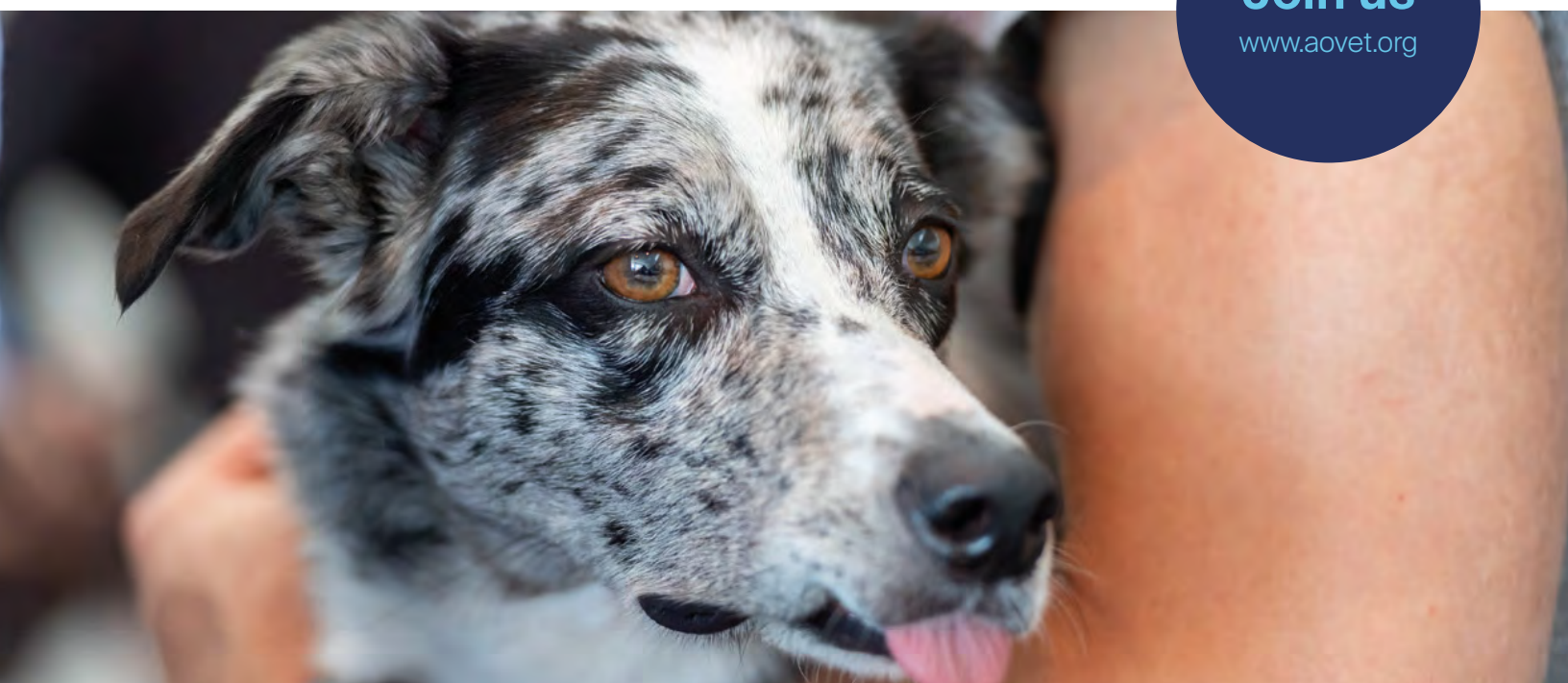
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AO
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Committee reports

AO VET NA Education Committee



**José García-López,
VMD, DACVS,
DACVSMR
Education
Committee Chair**



**Laurent Guiot, DVM,
DACVS, DECVS
Education
Committee
Chair-Elect**

We hope everyone continues to do well as we gradually begin to resurface from a most stressful 2020. As part of our commitment to deliver top notch education in the face of a global pandemic, our course chairs and faculty have been able to deliver thus far two very successful online courses, **Canine Limb Alignment and Deformity Corrections and Solutions to Difficult Equine Orthopedic Problems**, both of which surpassed their original attendance goal. We are very grateful for all the hard work that Drs. Tomlinson and Fox, as well as Drs. Ruggles and Watkins put into these courses, respectively. We are also eternally grateful to the faculty involved in these courses. In addition to these, we have delivered two very successful webinars, **Gunshot Wound Management** and **Management of Spinal Disorders in the Horse**, with a live attendance of 315 and 231 participants, respectively. Once again, these webinars would not be the success that they have been without the incredible commitment of our faculty. Thank you!

For the rest of the year we are working towards continuing to deliver online content as we gear up for August when our face-to-face courses are scheduled to be offered once again. We hope that as we continue the gradual return to “normalcy”, we will be able to deliver these courses in a successful and safe manner for all of our participants and faculty. Please keep an eye out for communications from AO NA as well as

making sure to visit our website (www.aona.org) regularly for updates regarding our upcoming courses. We truly hope to see you all very soon in person!

In addition to all the hard work that our committee members, faculty and AO NA staff have and are continuing to put towards the delivery of our courses and webinars, we are also working hard at coming up with new ways to deliver content and our ability to access this content. In order to do this, we reached out to our faculty to help us tag already-existing content; we would like to thank those who have volunteered (Kyla Ortved, Barbro Filliquist, Po-Yen Chou, Steve Martinez, Mike Karlin, Cara Blake, Gayle Jaeger, and Kati Glass) for helping us accomplish this incredible task.

We would like to thank Dr. Simon Roe as he rotates out of the Education Committee. Thank you, Simon, for all the incredible work, insight, positive attitude, and creativity that you have brought to this group. We also would like to welcome our newest members: Drs. Sam Morello and Marc Wosar. We are thrilled to have you both and wish you all the success working together with this truly incredible group of people. For those who submitted their names to be considered for this committee, thank you and we hope that you will continue with your interest in being part of this group in the future.

Lastly, this will be my last newsletter as I (José) will be stepping down as Education Chair and Laurent will be taking over. I don't have the space to write an honest account of what an honor it has been to be part of this committee for the last nine years and its Chair for the past three. It has been an absolute pleasure to work with and learn from a group of people that I can honestly say are among the best in our field but above all, are just good people. In these last three years, we have faced some very challenging times as budgets have been reduced, the organization structure has been shuffled, and we have faced a global pandemic that none of us in our craziest nightmares would have imagined. Despite all of these challenges, we have grown closer not only as a group but as an organization. We will come out the other side of this pandemic stronger, wiser, and with a heightened level of resolve based on our successes and failures to continue to lead the way in education by coming up with new ways to deliver content and engage our members. I will be forever grateful to our AO VET NA Chair Dr. Jeff Watkins, our Chief Learning and Strategy Officer Dr. Chitra Subramaniam, our incoming Education Chair Dr. Laurent Guiot and the ultimate Jedi Master, Dr. Al Ruggles, for their leadership, mentorship and friendship during these past three years. Also, I would like to thank the entire AO NA staff for being there with us and for the long hours that they have put in order to make AO NA the leader in orthopedic education.

AO VET NA Preceptorship Committee

As we all reflect on 2020, the year of COVID, we can certainly chalk it up to an interesting year that continues to stretch into 2021. Everyone has a story or knows someone with a story. Unfortunately, some of the scheduled AO VET North America preceptorships had to be postponed, but we are extremely pleased to report that interest in the program has not waned! Surgical residents have been reaching out, anxiously hoping, and looking forward to opportunities in 2021 to receive training as a preceptee at a select AO VET NA facility/institution. The program has several sites across the country which hosts a preceptee for a defined period during which he or she is instructed by a preceptor. The Preceptorship program has a pool of preceptors who are dedicated, knowledgeable AO VET NA surgeons. This program contributes to the development as an autonomous professional, refines surgical and communication skills, values, and behaviors to continue their journey of life-long learning. AO VET NA has encouraging news that some of the AO VET NA Preceptors are welcoming Preceptees back starting this summer! If you are interested in applying, please visit the AO North America website or contact the AO VET NA Program Manager for additional details. Take part in the AO VET NA Preceptorship program training and educating the next generation of surgeons to the highest level of the gold standard of surgical care.



**Shanti Jha, DVM,
MS, DACVS
Chair Preceptorship**

Committee reports

AO VET NA Research Committee



**Kyla Ortvad,
DVM, PhD, DACVS,
DACVSMR**

My name is Kyla Ortvad and I am thrilled to be taking over from Dr. Denis Marcellin-Little as AO VET NA Research Chair. I completed a large animal surgery residency and PhD focused on equine joint disease at Cornell University in 2014. I am currently an Assistant Professor of Large Animal Surgery at New Bolton Center, University of Pennsylvania. My clinical appointment is focused on equine orthopedic surgery, while my research program works to understand the pathophysiology of osteoarthritis and to develop gene and cell-based therapies to treat joint disease. As a member of the AO VET faculty, I am excited to work with the AO VET NA board as well as the International Research Commission to support and expand the research mission of the foundation. I have not yet attended my first International Research Commission meeting but look forward to providing future updates and progress reports.

AO VET NA Community Development Committee



**Janik Gasiorowski,
VMD, DACVS**

Chair Community Development

We hope the newsletter is enjoyable and helps keep all of us in this community connected and current. There were a number of submissions for Name the Newsletter, and as you can see on this edition's cover, "The Companion" won the most votes. The name seems to resonate with the veterinary profession and will be our moniker moving forward.

The past year has driven us to redefine community by digital standards, and by those standards, we are doing well. Membership is up. The AO Surgery Reference has proven popular. Check out the [myAO app](#) ([myAO.app](#)) online or download it to your mobile device for access to this digital community at any time. This platform was chosen because of how well it works but also because of how carefully it guards user data. You will find active discussion groups on a variety of topics, from "Equine cases in Latin America" to "Women in Veterinary Surgery". Have something you want to discuss? Set up your own group, accessible to all members on the app. You can also find a growing selection of AO videos, from surgical techniques to lectures on specific surgical topics. The app can also offer

you curated selections of current publications, based on your personal interests, or filters you can adjust within the application.

Engagement within AO VET NA has been great from the standpoint of social media, Zoom meetings and online courses, but the digital arena has not been able to replace the invaluable intangibles that create our sense of community. There is growing focus on how to protect the sense of community we already have. Small group rounds defined by geographical localities, the discussion groups on the [myAO](#) app, and case-based sessions with online expert panels using the cases of the participants are steps in the right direction. As well as it is going, we are all looking forward to getting together in person again. The horizon is ever-changing, but it looks like this may be possible by September of this year. Until then, see you online!



With no labs to attend, AO VET NA Faculty member Dirsco J.F. von Pfeil has been building a treehouse for his daughters!

Announcing the winners of the ACVS Annual Meeting

One AO Awards

Congratulations to the One AO Award winners at the recent virtual ACVS Annual Meeting. AO VET North America presented the following residents with a certificate of award and a check for \$300.



Hadley Gleason, VMD

University of Illinois Small Animal Residents' Forum for your study titled "Ala Vestibuloplasty Improves Cardiopulmonary and Lifestyle Parameters in Brachycephalic Cats".



Shannon Connard, DVM

University of Pennsylvania Large Animal Residents' Forum for your study titled "Effects of Continuous Passage on the Immunomodulatory Properties of Equine Bone Marrow-Derived Mesenchymal Stem Cells In Vitro"

Giveaway winners

A **\$1,000 Course Tuition Waiver** for a "face to face" event was awarded to **Emily Pearce, DVM**, Metropolitan Veterinary Hospital

A complimentary **one-year AO VET Membership Plus package** was awarded to **Jo Anne Au Yong, BVSc**, Colorado State University

Sponsorship support



AO VET North America was a bronze sponsor at the 2021 Virtual VOS Meeting, and is a Mark Bloomberg Resident Award Endowed Sponsor. We also supported the Resident in Training Session on Thursday, March 18 at 8:30pm CST: "Don't Survive—Thrive in your Training Program".

At our virtual VOS booth we offered visitors the opportunity to participate in prize drawings. Here are the winners.

Eunice Lam from Washington State University wins the **Principles of Orthopaedic Infection Management Book**



Geof Zann from Ohio State University wins a complimentary **one-year AO VET membership**



Social Media: Optimizing Learning Ecology and Creating a Value-Exchange



By: Karen L. Perry BVM&S CertSAS DipECVS MSc Vet Ed FHEA MRCVS,
Associate Professor in Small Animal Orthopedics, Michigan State University

During the first quarter of 2021 the Communication and Social Media Taskforce adopted an iterative approach investigating how to optimize contributions related to the AO NA content pillars of learning, hot topics, and community spirit.

It is now well recognized that any individual's learning ecology is a balance between formal learning environments, such as lectures and laboratory sessions, and informal sessions, such as communication with peers. These informal and formal components interact and influence each other as students pursue and gain knowledge, and technologies that promote learning in both contexts are likely to support the transition and translation of knowledge across them.

The role of the Social Media Committee to support the learning content pillar encompasses so much more than simply promoting courses and online activities. We are dealing with a discerning audience and one which has a growing variety of other options for postgraduate education. Simply informing our audience that a course is available, while being an important first step, is unlikely to be sufficient to increase registration substantially and certainly will not develop the AO NA community. In order to achieve these goals, we also need to identify the problem that we are solving with this course, the knowledge gap that exists and how attending this course will help a delegate to improve patient outcomes.

Our aim is to use social media to take the potential delegate on a journey and answer all their questions through three steps: consideration, evaluation, and justification. Strategic social media content will address questions such as Why does this course exist? Why select this course and not an alternative? Where is the evidence to support that choice? The goal is to give delegates a reason to choose AO NA. There is a myriad of reasons of course, however, our goal is to make them transparent and social media is the perfect place to do that.

In order to move beyond learning and build community spirit, we must consider a key question; why does anyone remain a member of any community? The permeative answer is that there must be value associated with such membership.

After courses take place, social media will also play a key role in the advocacy, retention and nurturing phase which subsequently takes place. This is where the value exchange with the delegate can be created. During this critical phase, we can cultivate the relationship that we have just initiated with individuals while they were on a course and return them to the top of the funnel to start a new journey with AO NA. This may represent attending another course, renewing their membership, or contributing actively to the community in some other way. With continued nurturing offering lifetime community value, we can develop loyal and committed members who are more likely to remain part of the AO NA community long-term.

With the considerations above in mind, the Social Media Committee are in the final stages of developing a content calendar which presents a scalable, uniform way of generating engaging content which has a value exchange for the viewer. Posts will facilitate exposure to AO NA faculty and their clinical cases, provide interesting articles or resources, keep delegates aware of advances being made within the field and facilitate both synchronous and asynchronous communication, leaving the door open for mentoring relationships to form. Perhaps via social media, the delegate-faculty relationship that is born in the lecture hall or laboratory, can flourish in an online environment?

One of our key next steps will be to approach individuals within each clinical division to assist with content creation so keep an eye out for communications from your clinical division representative in this regard.



Welcome our Digital Communications Hires

By: Andrea Mower, Chief Human Resources and Administrative Officer, AO North America



We have made some additions to our Digital Communications Team.

Join me in welcoming two of our latest new hires:



Jakob Bower joined us officially on January 4, 2021. Prior to this, Jakob was a contractor. Jakob is a recent graduate of the University of North Carolina at Chapel Hill, where he studied music—with a focus on jazz and trombone performance—and English—with a focus on editing and digital media. Using music, writing, art, and animation, Jakob enjoys communicating interesting ideas and takes great pleasure in helping others communicate their own ideas. At AO NA, Jakob works with AO team members to ensure that the ideas being presented on our online platforms are communicated as effectively as possible. Jakob reports directly to Josh Block. You can reach him at bower.jakob@aona.org.

Josh Okumura started with us on February 8th as our Digital Marketing Associate. Joshua graduated from West Chester University with a degree in marketing. Joshua is responsible for the development and execution of communications and digital content that support the objectives of AO NA. This includes web content, search engine marketing (SEM), search engine optimization (SEO), and management of social media channels. Joshua reports directly to Josh Block and so there is a little less confusion, our new team member will go by Joshua for his email address. You can reach him at okumura.joshua@aona.org.



Hear from AO VET members:

What is your favorite vacation spot and why?

Anywhere in the mountains: **Anastasia Olsen**

Favorite vacation spot-Whistler, British Columbia! Or really perhaps a better answer would be wherever friends are!!: **Yvonne Elce**

Galapagos Islands: **Dirsko J.F. von Pfeil**

Grenada, West Indies: **Stan Veytsman**

Anywhere in Italy: **Andrea McClimon**

New Hampshire Lake House: **Chris Synder**

Ireland: **Brenda Lowry**

New Zealand: **Mark Rochat**

Love to visit new cities all over the world: **Amy Kapatkin**

Hawaii: **Ken Bruecker**

Alaska: **Mary Sarah Bergh**

Lake Placid, New York—something wonderful there for every season: **Janik Gasiorowski**

The Seychelles: **Karen Perry**

Banff, Alberta; Mammoth Lakes, California; Canadian

Arctic: **Steve Schwartz**

Stari Grad on the island of Hvar off Croatia, or in COVID times, Folly Beach, South Carolina: **Simon Roe**

What's New in Faculty Development

By: Sally Peters-Gaffney, Manager Faculty Relations,
AO North America



The COVID-19 pandemic prevented us from meeting in person to experience the AO faculty development programs in 2020. I am delighted that starting in May 2021, we will be offering several sessions for your participation.

- **FEP**—faculty education offered to approved faculty that focuses on the AO teaching methods. A five-week online course precedes the face-to-face (F2F) event.
 - Las Vegas, NV—Two back-to-back events
FEP #1—May 13-14, 2021
FEP #2—May 15-16, 2021
 - Miami, FL
FEP #3—August 13-14, 2021
 - Boston, MA
FEP #4—August 28-29, 2021
- **Coaching**—coaching includes a three-week online precourse followed by a structured training session, after which the participants are able to provide faculty coaching at any clinical AO course. This is a F2F event.
 - Plans are underway for hosting two separate Coaching events in 2022
- **CEP**—chair education offered to those who first attended FEP and are now assigned to chair a course or may be a member of a governance committee. A five-week online course precedes this event.
 - Combination of online LIVE and F2F
 - June 2021 event—starts online April 27 (test module)
 - September 2021 event—TBD online LIVE or F2F (September 17-18)
 - October 2021 event—F2F—October 29-30, 2021
- **LEP**—leadership education offered to governance committee and board members (having completed the FEP and CEP). A five-week online course precedes the F2F event.
 - New Orleans, LA
July 30-31, 2021



Mark Reilly, AO Trauma NA faculty, leading a chair program held in our Wayne office in February 2019.

For more specific details, please visit aona.org/want-to-teach. We have added information about all the AO Faculty development programs that are available to all faculty. At the moment, these programs are by invitation only. However, once you proceed through your AO North America faculty career, we want you to know what may be available for you. Remember—all these current and future opportunities require you to keep your membership current.

Please reach out to me if you have any questions.

Sally
peters-gaffney.sally@aona.org

We are always here to help.



Chitra Subramaniam, Chief Learning and Strategy Officer, AO North America, leads an interactive learning module during FEP in Chicago, August 2019.

One AO 2021: Reflections

Over 350 attendees from 61 different countries joined our first-ever virtual conference to watch a distinguished line-up of speakers discuss innovations across science, medicine, patient care, and learning. **Listen to the One AO 2021 Theme Song, browse illustrated highlights, and watch full-length recordings at aona.org/oneao.**



What you said about One AO 2021



"The 2021 virtual edition of AO NA's One AO was **an eye-opening, fast-paced four hours of 'reality TV'** that drove home how this modern plague (Covid 19) catalyzed remarkably successful innovations in science, educational methods, and healthcare delivery itself. Kudos to the experts and all others involved." *Michael Baumgaertner, MD*



"In an average day, we can clock the number of hours we spend in a surgical suite, but how often do we take the time to come together and talk about what happens in between? **One AO is a unique experience and opportunity to discuss, at a very high level, the jobs we do, the world we live in, and how those things intersect.** It's also an incredible opportunity to bring people together and make connections across different medical communities and disciplines." *Samantha Morello, DVM, ACVS Diplomate*



"One of the most exciting things about One AO 2021 was **the diversity of its program.** The unprecedented challenges the world faced in 2020 required an innovative approach for clinical, scientific, and academic activities to keep patient care at high levels. Indeed, One AO 2021 was a successful event built around Innovation and maintained the main principles of AO NA." *Younes El moudni, MD*

One AO 2022: Experience "Connection"

Join us next year face-to-face at the Wild Horse Pass Resort in Pheonix, Arizona, February 10–13, 2022

Your **voice**
is **important**

**We want to
hear from you!**

What would you like to see in this newsletter?

Would you like to write an article?

Send an email request to:

mcclimon.andrea@aona.org

In the Summer 2021 Issue...

- Continuing with our Digital Transformation
- Changes in education
- Reinstating our face-to-face events
- Davos 2021

Who Do I Contact at AO VET NA?



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