Application for Membership
World Small Animal Veterinary Association (WSAVA)

Vision: “All companion animals worldwide receive veterinary care that ensures their optimal health and welfare”

Mission: “To advance the health and welfare of companion animals worldwide through an educated, committed and collaborative global community of veterinary peers”

Introduction
The World Small Animal Veterinary Association (WSAVA) is an association of associations. Its membership is made up of veterinary organisations from all over the world, which are concerned with small companion animals such as cats, dogs, rabbits, guinea pigs etc. Currently there are 114 member and affiliate associations, representing over 200,000 individual veterinarians from around the globe.

WSAVA’s primary purpose is to advance the quality and availability of small animal medicine and surgery, and this broad aim is achieved in a number of different ways.

- **WSAVA fosters the exchange of scientific information, both between individual veterinarians and between their veterinary organisations.**
- **WSAVA furthers international relationships between all veterinarians dealing with small animal health and welfare.**
- **WSAVA promotes the standing of small animal practice.**

Application for Affiliate Membership

The process of membership in WSAVA is defined in Section 3 of the WSAVA By-Laws and, in summary, is restricted to specialist veterinary organizations related to a particular area of small animal veterinary medicine of global relevance and having 100 or more members. To apply, simply provide the information requested below and ensure it is submitted to the WSAVA Secretariat (admin@wsava.org) 67 days prior to the next Assembly meeting (this equates to no later than August 22nd, 2022).

It is expected that a member of your association would attend the Assembly meeting to present your application to the Assembly members. This body will subsequently vote on the merits of your application and determine its success. **The next Assembly meeting is on 28 October in Lima, Peru.**
### Information about the Association

<table>
<thead>
<tr>
<th>Name of the Association</th>
<th>American Animal Hospital Association/AAHA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address of the Association</td>
<td>14142 Denver West Pkwy., Ste. 245, Lakewood, CO 80401</td>
</tr>
<tr>
<td>Email address of the Association</td>
<td><a href="mailto:aaha@aaha.org">aaha@aaha.org</a></td>
</tr>
<tr>
<td>Number of Members</td>
<td>4,600 organizational members representing 47,000 veterinarian professionals; 1,200 individual members.</td>
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<tr>
<td>Number or percentage of members involved with small animals</td>
<td>95%+</td>
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### Proposed Representative

<table>
<thead>
<tr>
<th>Name of proposed Representative</th>
<th>Garth Jordan</th>
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<tbody>
<tr>
<td>Address</td>
<td>14142 Denver West Pkwy., Ste. 245, Lakewood, CO 80401</td>
</tr>
<tr>
<td>Phone number (including the country code)</td>
<td>303.748.8404</td>
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### Executive Board

<table>
<thead>
<tr>
<th>Names of Executive Board (Position)</th>
<th>Email address</th>
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<tbody>
<tr>
<td>President - Dr. Margot Vahrenwald</td>
<td><a href="mailto:mkvahrenwald@gmail.com">mkvahrenwald@gmail.com</a></td>
</tr>
<tr>
<td>President Elect - Dr. Mark Thompson</td>
<td><a href="mailto:countryhillsvets@gmail.com">countryhillsvets@gmail.com</a></td>
</tr>
<tr>
<td>Immediate Past President - Dr. Adam Hechko</td>
<td><a href="mailto:drhechko@yahoo.com">drhechko@yahoo.com</a></td>
</tr>
<tr>
<td>Vice President - Dr. Scott Driever</td>
<td><a href="mailto:scott.driever@gmail.com">scott.driever@gmail.com</a></td>
</tr>
<tr>
<td>Treasurer - Dr. Dermot Jevens</td>
<td><a href="mailto:dermot.jevens@gmail.com">dermot.jevens@gmail.com</a></td>
</tr>
<tr>
<td>Director - Dr. Lynn Happel</td>
<td><a href="mailto:drhappel@easttownvet.com">drhappel@easttownvet.com</a></td>
</tr>
<tr>
<td>Director - Ms. Cheryl Smith</td>
<td><a href="mailto:cherylmaesmith@gmail.com">cherylmaesmith@gmail.com</a></td>
</tr>
<tr>
<td>Director - Dr. Robert Lawrie</td>
<td><a href="mailto:Robert.lawrie@vca.com">Robert.lawrie@vca.com</a></td>
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### Background information

- **Has your association been in formal/official, active existence for 3 years or more?** Yes
- **Is your association an international association?** Yes
- **Is your association the only such small animal association in the world?** Yes
- **Name of other national associations** Click here to enter text.
- **Estimated number of shared members** Click here to enter text.
- **Rationalization or explanation why dual representation would be complementary and/or synergistic** There are a myriad of ways WSAVA and AAHA could benefit from each other’s work that are not being discussed today. Both organizations...
are leaders in the support of advancing the health and welfare of companion animals and, as such, should be aligned in that purpose worldwide. AAHA’s new Purpose is to simplify the journey toward excellence for veterinary practices, and that Purpose intentionally has no geographic boundaries. We are eager to support the advancement of veterinary care wherever our resources might be welcomed while we also receive input as to how AAHA’s resources (such as Standards and Accreditation) might be adopted and adapted to support different WSAVA members in their journey toward excellence.

Please provide a brief history of your association:

The American Animal Hospital Association was founded by seven leaders of the veterinary profession in 1933. From its inception, AAHA has focused on promoting high-quality standards for the rapidly evolving sector of small-animal private practice through accreditation and other initiatives. These standards were developed to raise the bar of veterinary excellence and have undergone numerous updates throughout the years, always reflecting current industry standards. The 1960s saw the establishment of organization staff and normalization of many of the policies and processes AAHA adheres to today. The first paid practice consultants were hired, and AAHA grew into a more professionally managed organization.

Rapid growth in membership and member services occurred in the 1960s and early 1970s with the development of additional educational programs and publications for veterinary professionals. Significant change occurred in the early- to mid-1980s when AAHA added services in the area of veterinary practice management and relocated from Indiana to Denver, Colorado. AAHA is still the only organization to accredit companion animal veterinary hospitals. To become AAHA accredited, practices undergo regular, comprehensive onsite evaluations by AAHA veterinary experts who evaluate each practice on more than 900 standards of veterinary care. More than 4,500 practice teams (about 15% of veterinary practices in the United States and Canada) are AAHA accredited or preaccredited. As of 2022, AAHA also started accrediting practices in Japan.
**Required Documents**

Please provide the documents below and tick the box if you have included them in your email.

<table>
<thead>
<tr>
<th>Included?</th>
<th>Document Description</th>
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<tr>
<td>☒</td>
<td>Official documentation of Association’s existence, registered in country of residence</td>
</tr>
<tr>
<td>☒</td>
<td>Association constitution, charter, and/or by-laws</td>
</tr>
<tr>
<td>☒</td>
<td>Copy of most recent annual general meeting minutes</td>
</tr>
<tr>
<td>☒</td>
<td>Information on vision, mission, goals, and what the association provides for its members (i.e., its raison d’etre)</td>
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<tr>
<td>☒</td>
<td>Letter of intent addressing the following issues:</td>
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**Reason why your association wants to be a WSAVA affiliate member**

Please see letter of intent provided in separate document.

**How your association will use your WSAVA affiliate membership to further the needs of your members and overall needs of your national small animal veterinarians**

Please see letter of intent provided in separate document.

**What will your association bring to your partnership with the WSAVA that will benefit the WSAVA and its members**

Please see letter of intent provided in separate document.

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**At the time of the Assembly Meeting**

Please be aware that if your application is successful and adopted by a majority vote of the WSAVA member representatives, your association representative will be required to sign a letter of commitment to the defined responsibilities implied in association member (see below) in front of the Assembly before your membership becomes official.

**Obligations as a WSAVA Member**

Your obligations as a WSAVA member would principally be carried out by your WSAVA representative and include:

- Ensure that the [annual membership dues](#) are paid in a timely manner (for full and affiliate members)
- Provide and keep current your [association information](#), including contact details, membership numbers, and activities, as posted on your association page on the WSAVA website
- Provide an [annual report](#) to the Assembly members
- Attend the annual [Assembly meeting](#), where the business of the WSAVA is conducted, or make alternative arrangements for voting through either proxy assignment or pre-Assembly vote submission
Distribute the WSAVA monthly news and any additional WSAVA information to your membership in a timely manner

Application Signature:

<table>
<thead>
<tr>
<th>Signature</th>
<th>[Signature]</th>
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| Name      | Garth Jordan |
| Position  | CEO          |
| Date      | 20 August 2022 |

Please send this completed application, including all required documents to the WSAVA Secretariat at admin@wsava.org
Reason why your association wants to be a WSAVA affiliate member: Support the world small animal veterinary ecosystem and contribute to the dialogue of our colleagues about how we can collaborate to continuously improve together.

How your association will use your WSAVA affiliate membership to further the needs of your members and overall needs of your national small animal veterinarians: AAHA will provide access to WSAVA resources (e.g. One Health, globally relevant guidelines, and CE) for the 47,000 individuals represented by our membership organizations. While AAHA creates similar resources for its members in the U.S. and Canada, exposure to global content resources will provide our members an improved capability to advance the health and welfare of companion animals in North America.

What will your association bring to your partnership with the WSAVA that will benefit the WSAVA and its members: AAHA would be honored to support WSAVA as we work to improve guidelines, CE, and other professional development opportunities. We would be happy to provide appropriate resources to WSAVA members, if and where possible, in support of WSAVA's mission. Furthermore, AAHA's Standards have recently come under demand from other countries, and AAHA would like to explore ways that standards and accreditation might support WSAVA's mission, too.

Rationalization or explanation why dual representation would be complementary and/or synergistic: There are a myriad of ways WSAVA and AAHA could benefit from each other's work that are not being discussed today. Both organizations are leaders in the support of advancing the health and welfare of companion animals and, as such, should be aligned in that purpose worldwide. AAHA's new Purpose is to simplify the journey toward excellence for veterinary practices, and that Purpose intentionally has no geographic boundaries. We are eager to support the advancement of veterinary care wherever our resources might be welcomed while we also receive input as to how AAHA's resources (such as Standards and Accreditation) might be adopted and adapted to support different WSAVA members in their journey toward excellence.
AAHA Bylaws:

Per direction from the Board of Directors, AAHA held a bylaws election in December 2021. The voting closed on 12/31/2021 and the changes were passed. Those updates are summarized here:

- Categories of membership in AAHA have been updated to reflect current practices and only AAHA-accredited members have voting rights.
- Eligibility for membership has been redefined based on the trend towards corporate-owned practices.
- Updates have been added to allow for virtual meetings, voting, and practice evaluations.
- The annual member meeting (where members vote on officers and directors if there is more than one nominee) has been un-linked from the annual conference, although it is still intended that the vote takes place at the annual conference if circumstances allow.

Article I. Name
Article II. Mission Statement
Article III. Accredited Practices
Article IV. Voting
Article V. Membership Meetings and Voting
Article VI. Officers: Duties
Article VII. Nomination and Election of Officers and Directors
Article VIII. Board of Directors
Article IX. Indemnification of Directors, Officers, and Employees
Article X. Committees
Article XI. Amendment

Article I. Name

This Association shall be known as the AMERICAN ANIMAL HOSPITAL ASSOCIATION.

Article II. Membership

Section 1 — General
Membership is open to veterinary hospitals, professionals, and all others related to and committed to the delivery of high-quality veterinary care to animals. The Association believes that excellence in animal care is best achieved by veterinarians and their practice staff and therefore encourages membership by all individuals in the health care team. All veterinarians must be licensed to practice veterinary medicine in the jurisdiction of the practice unless licensure is not required by law. In addition, veterinarians and veterinary technicians should maintain membership in their national, state or provincial, and local
associations, and should support, where applicable, other organizations related to their fields of special interests.

Section 2 — Classes
There shall be two classes of members: AAHA Accredited Practices and such other members as determined by the Board of Directors in its discretion. AAHA Accredited Practices shall be Voting Members as such term is defined in the Illinois General Not For Profit Corporation Act, as amended ("Act"). All other members shall be non-voting members. AAHA Accredited Practices are those that meet the requirements set forth in Article III. Categories and classes of Voting Members and non-voting members, including eligibility, dues, and benefits, shall be defined from time to time by the Board of Directors.

Section 3 — Member Dues

1. Payment. The amount of dues may vary between categories and classes of membership. The Association shall establish the timing and method of dues notification and collection.

2. Delinquency. A Member (as defined in Article III, Section 1) shall be considered delinquent and not in good standing if dues are not paid by the date stated in the dues statement sent to the Member. A delinquent Member shall forfeit membership for failure to pay dues by the date stated in the notice of delinquency sent by the Association to the Member’s last known address. A Member whose membership has been forfeited for nonpayment of dues may be reinstated upon payment of the entire indebtedness and upon meeting the requirements for membership.

Section 4 — Application for Membership
The Association shall determine the application processes and procedures for each class and category of membership. Membership will be granted upon determination by the Association that the requirements for a particular class or category of membership have been met.

Section 5 — Member Discipline

The Association shall have the power to discipline any of its Members subject to the provision of the Act, these Bylaws, and Board-approved policies and procedures which include adequate provision for fairness, due process, and appeal.

Article III. Accredited Practices

Section 1 — Membership Definitions

1. AAHA Accredited Practice or Accredited Practice: Any practice that has met the requirements for membership in AAHA as an Accredited Practice by following the application processes and procedures established by the Association from time to
time and by maintaining continuous compliance with the AAHA Standards (defined below in Article III, Section 3) applicable to the relevant Accreditation category.

2. Accredited Practice Team Member: All individuals who are equity owners of or employed by an AAHA Accredited Practice.

3. Administrative Director: Each Accredited Practice may designate an Administrative Director who shall have a principle administrative responsibility for the practice. The Medical Director may also be the Administrative Director, but the Administrative Director need not be a veterinarian.

4. Medical Director: Each Accredited Practice must designate a veterinarian in good standing with the veterinarian’s state or provincial veterinary board as Medical Director of the Practice. The Medical Director must have authority over all decisions of a medical nature and all those pertaining to the AAHA Standards. The Medical Director may designate a Veterinary Associate to be an Interim Medical Director in the absence of the Medical Director provided that the Medical Director first notifies AAHA with the name and contact information of the Interim Medical Director.

5. Member: An individual or organization listed on the membership rolls of the Association, whether a Voting Member or non-voting member, who has paid all applicable AAHA membership dues.

6. Veterinary Associate: Each veterinarian in good standing with the veterinarian’s state or provincial veterinary board employed by an AAHA Accredited Practice.

7. Accredited Veterinary Practice Network (“VPN”): Generally, a network of veterinary practices owned by a single business entity that have met and continue to maintain compliance with the requirements of VPN Accreditation as determined by the Association from time to time.

8. Voting Member: A Voting Member shall mean the same as an AAHA Accredited Practice and shall have such rights as set forth in the Act and these Bylaws.

Section 2 — Eligibility for AAHA Accreditation
AAHA Accreditation is open to veterinary practices, Veterinary Practice Networks, veterinary research centers, service animal training centers, animal shelters, teaching hospitals operated by American Veterinary Medical Association-accredited colleges of veterinary medicine, and such other organizations that are concerned with the health and welfare of animals and which meet the AAHA Standards applicable to the relevant category of Accreditation and pay the required AAHA membership dues.

Section 3 — AAHA Standards of Accreditation
The Association shall maintain at all times an effective program accrediting animal veterinary hospitals (“Accreditation”), including the establishment and publication of standards for veterinary practice (the “AAHA Standards of Accreditation” or the “AAHA Standards”). The Board of Directors shall ensure that the AAHA Standards are periodically and regularly updated to reflect the best current information regarding standards of excellence.

AAHA Standards may be applicable to all AAHA Accredited Practices or may be specific for
various categories of AAHA Accredited Practices. Accredited Practices must adhere to the AAHA Standards and must demonstrate compliance with those standards in a manner determined by the Board of Directors.

Section 4 — Maintenance of Accreditation
An AAHA Accredited Practice shall maintain its Accreditation only so long as it complies with all of the provisions of these Bylaws and the AAHA Standards, as they may be amended from time to time. Every AAHA Accredited Practice shall submit to periodic on-site and/or virtual evaluations by representatives of the Association. Failure to permit periodic evaluations may result in termination of AAHA Accredited Practice status and/or AAHA membership.
The Association may develop written policies and procedures relating to AAHA Accredited Practice evaluations, including but not limited to the effect of a change of location of an Accredited Practice’s facility, change of Medical Director, and similar matters.

Article IV. Voting
All Accredited Practices in good standing shall be Voting Members of the Association. Voting rights are granted as follows: each AAHA Accredited Practice shall receive one (1) vote per Accredited Practice location where veterinary care is provided (which shall include a mobile practice location). The Accredited Practice may determine which Accredited Practice Team member shall vote on its behalf. If no such determination is made, the Medical Director shall vote on behalf of the Accredited Practice.

Article V. Membership Meetings and Voting
Section 1 — Meetings
Meetings of the Voting Membership may be called at any time by the Board of Directors. Meetings are not required and may be held within or without of the State of Illinois. Special meetings may be called by the President and any two other Officers, or on written request signed by at least one percent (1%) of all the Voting Members. Any action which may be taken at a meeting of the Voting Members may be taken by written ballot as set forth in Article V, Section 5 below. Non-voting members may attend Voting Member meetings in the sole discretion of the Board of Directors.

Section 2 — Notice
Notice of meetings of the Voting Members may be published in a periodic publication of the Association and may also be given by electronic mail or by such other means permitted by the Act, not less than 20 days or more than 60 days before the date of the meeting.

Section 3 — Voting and Quorum
Except in the case of any matter specifically set forth in the Act, these Bylaws, or the Articles of Incorporation, a vote of fifty-one percent (51%) of the Voting Members present in person (including via teleconference or video conference) at a meeting at which a quorum is present shall be needed to pass any issue brought before the Voting Members. One percent (1%) of the Voting Members shall constitute a quorum.

Section 4 — Voting Rights of Members.
Voting Members in good standing shall have the right to elect Officers of the Association as provided in Article VII. The Board may submit such other matters to the vote of the Voting Members as it determines in its sole discretion.

Section 5 — Voting By Written Ballot

Any action that may be taken at any meeting of the Voting Members may be taken by written ballot, either at a meeting or by mail, e-mail, web platform, or by any other means permitted by the Act pursuant to which the Voting Members entitled to vote thereon are given the opportunity to vote for or against the proposed action, and the action receives approval by the amount required by these the Act, the Articles of Incorporation, or these Bylaws, provided that the number of votes cast constitute a quorum if such action had been taken at a meeting. Voting must remain open for not less than 5 days from the date the ballot is delivered. The ballot shall: set forth each proposed action; provide an opportunity to vote for or against the proposed action; indicate the number of responses necessary to meet the quorum requirements; state the percentage of approvals necessary to approve each matter other than election of directors; specify the time by which the ballot must be received by the corporation in order to be counted; and be accompanied by written information sufficient to permit each person voting to reach an informed decision.

Article VI. Officers: Duties

Section 1 — Number

The Officers of the Association shall be a President, President-Elect, Vice President, Secretary/Treasurer, Chief Executive Officer, and such other officers as may from time to time be appointed by the Board of Directors.

Section 2 — Qualifications

The President, President-Elect, and Vice President must each be a licensed veterinarian who was an Accredited Practice Team Member for no less than three (3) consecutive years at least six (6) months prior to their accession to the office of Vice-President (or President-Elect, as applicable). Additionally, the President-Elect must have served as a member of the Board of Directors for at least one (1) year prior to their accession to office.

Section 3 — President

The President shall:

1. Preside at all Membership meetings.
2. Serve as chair of the Board of Directors.
3. Appoint all committees, with the advice and approval of the Board of Directors, except as otherwise provided in these Bylaws, and shall be an ex officio member of each committee, except the Leadership Identification and Nominating Committee, without the right to vote.
4. At the conclusion of the term of office, continue to serve one year as a member of the Board of Directors.
5. Perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time.
Section 4 — President-Elect
The President-Elect shall:

1. Perform the duties of the President in the absence of the President.
2. Be coordinator of the various committees and become thoroughly familiar with the work and progress of each committee and shall serve as an ex officio member of each standing committee, except the Leadership Identification and Nominating Committee, without the right to vote.
3. Be a member of the Board of Directors.
4. Perform such other duties as may be prescribed by the Board of Directors from time to time.
5. Succeed to the office of President at the annual meeting of the Association.

Section 5 — Vice President
The Vice President shall:

1. Serve as President-Elect in the absence of that officer and shall perform the duties of the President in the absence of both the President and the President-Elect or in the event both of such Officers refuse or are unable to perform the duties of those offices.
2. Be a member of the Board of Directors.
3. Serve as a member of the Membership Audit and Control Committee.
4. Perform such other duties as may be assigned by the Board of Directors from time to time.

Section 6 — Secretary/Treasurer
The Secretary/Treasurer shall:

1. Ensure that permanent and complete minutes of all meetings of members and of the Board of Directors are maintained, and that all corporate records and seals are properly safeguarded.
2. Ensure that proper accounting systems and controls for all receipts and disbursements of the Association are in place, and that all funds are secured and invested in accordance with investment policies established from time to time by the Board of Directors.
3. Recommend annually a certified public accountant who shall conduct an audit at the conclusion of each fiscal year.
4. Report at least annually to the membership on the financial condition of the Association.
5. Perform such other duties as may be prescribed by the Board of Directors from time to time.
Section 7 — Chief Executive Officer
The Chief Executive Officer shall:

1. Serve as the chief administrative officer of the Association and perform such duties as may be assigned by the Board of Directors from time to time.
2. Serve as an ex officio member of the Board of Directors and of every committee, except the Leadership Identification & Nominating Committee, without the right to vote.
3. Receive remuneration in an amount fixed by the Board of Directors from time to time.

Section 8 — Records and Properties
It shall be the duty of all Officers to turn over to their successors all properties, records, or other assets of the Association at the expiration of their terms.

Article VII. Nomination and Election of Officers and Directors
Section 1 — Nomination of Officers and Directors
The Leadership Identification and Nominating Committee ("LINC") shall prepare a slate of persons nominated for the positions of President-Elect and Vice President, and, when necessary, Secretary/Treasurer and President, as well as any Director position which is vacant and shall submit the slate to the Chief Executive Officer at least 120 days prior to the annual member meeting. The slate shall contain at least one name for each position. The Association shall forthwith publish the names of those nominated in an Association periodical or post the names on the AAHA website.
Additional nominations for any position may be submitted in writing to the Chief Executive Officer with the signatures of at least one percent (1%) of all the Voting Members at least 90 days prior to the annual member meeting. If there is only one nominee for any office when the period for nominations closes, that nominee shall be deemed to have been elected.

Section 2 — Election of Officers and Directors
If there is more than one nomination for an office or a director’s position, the Voting Members shall vote on the nominees pursuant to Article IV, including by the procedure set forth in Article V, Section 5 of these Bylaws. No less than thirty (30) days nor more than sixty (60) shall be allowed for their distribution and return. Each ballot shall list the nominees, in alphabetical order, and include such additional information about the nominees as determined by LINC or the Board. The nominee receiving the largest number of votes shall be declared to be elected, and the results of the election shall promptly be reported to the Board of Directors and to the membership.

Section 3 — Installation
The elected Officers shall take office at the close of the annual member meeting following their election.

Section 4 — Term of Officers
The President-Elect and the Vice President shall each serve until the next annual member meeting or until the installation of their successors, at which time the President-Elect shall
become President, to serve as President until the next annual conference or until the installation of a successor.
The Secretary/Treasurer is eligible to serve a first term of one year; a second term of two years; and a third term of three years.
The Chief Executive Officer and any other officer as the Board of Directors may determine shall be appointed by the Board of Directors from time to time.

Section 5 — Succession
The President and President Elect may not succeed themselves in office, except as otherwise provided with respect to an unexpired term in Section 6. The Vice President may be elected for not more than one additional term.

Section 6 — Vacancies

1. If the President dies or resigns or the office becomes vacant for any other reason, the President-Elect shall immediately become President and shall serve for the balance of the President's term and thereafter through the second annual conference following his or her election as President-Elect. If there is a vacancy in the office of President-Elect when the vacancy in the office of President occurs, then the Vice President shall perform the duties of the President through the next annual conference when a President shall be elected to serve through the following annual conference or until the installation of a successor.

2. If the President-Elect dies or resigns or the office becomes vacant for any other reason, then the Vice President shall assume the duties of the President-Elect through the next annual conference when both a President and a President-Elect shall be elected to serve through the following annual conference or until the installation of their successors.

3. A vacancy in any other office shall be filled by the Board of Directors for the balance of the unexpired term.

Article VIII. Board of Directors

Section 1 — Composition
The Board of Directors shall consist of the President, President-Elect, Vice President, Secretary/Treasurer, Immediate Past President, and three (3) additional Directors. At least seven (7) Directors shall be veterinarians. The Chief Executive Officer shall be an ex officio member without the right to vote.

Section 2 — Duties
The Board of Directors shall manage the affairs of the Association and shall perform such duties as are required or permitted by these Bylaws and the Act. It shall periodically report its activities to the Members. The Board of Directors may, from time to time, establish policy with regard to the remuneration of Officers and Directors. To the extent reasonably feasible, the person or persons determining compensation shall obtain data on the compensation of officers holding similar positions of authority within comparable organizations, shall set the compensation based on such data and an evaluation of the Officer's performance and experience as related to the requirements of the position, and
shall document the basis for the determination including the comparison data used, the requirements of the position, and the evaluation of the Officer's performance and experience.

Section 3 — Directors

1. Qualifications. Each Director must have been an Accredited Practice Team Member for at least three years immediately preceding election. Directors must be those individuals committed to achieve the mission and objectives of the Association and should reflect a range of skills and diversity, including but not limited to diversity of thought, background, geography, and practice type.

2. Term. Each Director may serve up to a total of three terms. The first term shall be for one year, the second term for two years and the third term for three years. Such terms shall be in addition to any unexpired term to which the director may have been elected. Terms of directors shall begin and end at the conclusion of each annual member meeting or until the installation of their successors.

3. Vacancies. If any vacancy occurs in the Board of Directors for any reason (including election as an officer of the Association, death, or resignation), the vacancy shall be filled by the Board of Directors, following consultation with LINC. Any Director so appointed shall take office immediately and shall serve only for the unexpired portion of the term.

Section 4 — Meetings

The Board of Directors shall hold at least two meetings each year, at a time and place determined by the President. Additional meetings may be called at any time by a majority of the Board of Directors. Meetings may be conducted in person, by telephone or videoconference, or by any other means permitted by the Act. Notice of any meeting of the Board shall be sent to each member of the Board at least ten (10) days before the meeting. A majority of the Directors present shall constitute a quorum for the transaction of business. The act of the majority of the Directors present at a meeting at which a quorum is present shall be an act of the Board of Directors.

Section 5 — Informal Action by Directors

Any action to be taken at a meeting by the Board of Directors may be taken without a meeting if consent in writing, prior to such action being taken, is given by all of the Directors.

Article IX. Indemnification of Directors, Officers, and Employees

Every Director, Officer, and Employee of the Association shall be indemnified by the Association to the full extent allowed by law against all expenses and liabilities, including counsel fees, reasonably incurred or imposed upon them in connection with any proceeding to which they may be made a party, or in which they may become involved, by reason of being or having been a Director, Officer or Employee of the Association, or any settlement thereof, whether the person is a Director, Officer, or Employee at the time such expenses are incurred, except in such cases wherein the Director, Officer, or Employee is
adjudged guilty of willful misfeasance or malfeasance in the performance of duties. The foregoing right of indemnification shall be in addition to and not exclusive of all other rights to which such Director, Officer, or Employee may be entitled.
The Association shall have the power to purchase and maintain insurance on behalf of any person who is or was a Director, Officer, Employee, or agent of the corporation or of another corporation, partnership, joint venture, trust, or other enterprise for which he or she served as such at the request of the Association against any liability asserted against him or her and incurred by him or her in any such capacity or arising out of that status, whether or not the Association would have the power to indemnify that person against such liability under the provisions herein.

Article X Committees
Section 1 — Standing Committees
The following committees are established as standing committees:

1. Leadership Identification and Nominating Committee. The Leadership Identification and Nominating Committee ("LINC") shall consist of six AAHA Accredited Practice Team Members whose practice has maintained AAHA Accreditation in good standing for at least three consecutive years prior to their appointment to the LINC. The membership of the LINC shall include: four (4) veterinarians, one of whom shall be a Past President; one (1) member at large who may be a non-veterinarian; and the Immediate Past President. The Chair of the LINC shall be the veterinarian who has served the longest on the LINC. The members appointed by the President do not require approval by the Board of Directors. Except for the Immediate Past President who shall serve a one year term, each member will serve a three (3) year term, without the possibility of reappointment for at least three years. No member, while serving on the Leadership Identification and Nominating Committee, may be nominated as an officer or director. No member of the Board of Directors shall be eligible for appointment to the committee.

2. Membership Audit and Control Committee. The Membership Audit and Control Committee ("MACC") is responsible for ensuring that applicants for AAHA Accreditation are properly qualified to be accepted for as AAHA Accredited Practices in accordance with these Bylaws and the AAHA Standards, MACC is also responsible for ensuring that all AAHA Accredited Practices are in compliance with the AAHA Standards and Bylaws as they may change from time to time.

3. Practice Accreditation Committee. The Practice Accreditation Committee ("PAC") is responsible for reviewing and recommending revisions to the Standards.

Section 2 — Other Committees
The Board of Directors may from time to time designate additional committees, ad hoc committees, project teams, task forces, or advisory groups to address matters of interest to the Association.

Section 3 — Appointment
The number of members, the designations of the Chair, and the duties and responsibilities to be performed by each group shall be as determined from time to time by the Board of Directors, subject to other provisions of these Bylaws. The members of each committee or group shall be appointed by the President, subject to the approval of the Board of Directors and to the other provisions of these Bylaws.

Article XI. Amendment

Section 1 – Board Amendment
The Board of Directors may amend these Bylaws at any time to add, change, or delete a provision, provided, however, that the Voting Members shall have the right to approve any such addition, change or deletion to the Bylaws which impact their rights and obligations as Voting Member, and the Bylaws may only be amended in a manner which would not disqualify the Association under § 501(c)(6) of the Code.

Article XII. Miscellaneous Provisions

1. Terminology Guidelines. The Board may approve terminology and Association intellectual property (i.e., logos, trademarks, service marks, etc.) guidelines for their appropriate and correct usage by Accredited Practices and other Members of the Association. Failure to abide by such terminology guidelines may be cause for suspension or termination of Member status.

2. Governing Law. These Bylaws shall be deemed to be made under and shall be construed in accordance with the laws of the State of Illinois.

3. Captions. All Article titles or captions contained in these Bylaws are for convenience only and shall not be deemed part of the context of these Bylaws.

Approved by the membership in San Antonio on March 14, 2001; Amended October 21, 2005; Amended June 1, 2013; Amended January 1, 2022.
CALL TO ORDER – Dr. Adam Hechko

The Board of Directors of the American Animal Hospital Association (AAHA) met on April 20, 2022 by video conference. The meeting was called to order at 12:07 PM MT by Dr. Adam Hechko.

Those present were:
Dr. Pam Nichols     Immediate Past President
Dr. Adam Hechko     President
Dr. Margot Vahrenwald    President-Elect
Dr. Dermot Jevens     Secretary/Treasurer
Dr. Mark Thompson     Vice President
Dr. Scott Driever     Director
Ms. Cheryl Smith     Director
Dr. Will Draper     Director
Mr. Garth Jordan     Chief Executive Officer

Ms. Michelle Johnson, Director, Member Accreditation Experience (MAX), Mr. Keith Chamberlain, Chief Value Officer, Dr. Jessica Vogelsang, Chief Medical Officer, James Heard, Chief Financial Officer, Ms. Caroline Parsons, Executive Assistant to CEO & Project Manager were all present from staff.

Mr. Jordan gave a strategic plan update and review on where we stand to date, 10 months into the 3-year plan. What we accomplished includes: turnover of the right staff at the right time; piloted and started ramping up cohort accreditation; contracts to create guidelines certificates; Board approved an investment in Data Benchmarking; progress made on the replacement of our technology stack; sold the AAHA building and leased a new space; and created new revenue streams through research opportunities.

While there will be expectations by some individuals for quick financial returns, we will not see significant returns for a couple of years while the larger projects like cohort accreditation, data benchmarking, and certificates are developed and mature. This strategic plan requires patience and support.

We are behind on our reevaluation schedule due to the pandemic and due to some turnover with our practice consultants. A plan is being developed to catch up on reevaluations.
FINANCIAL REVIEW AND PROJECTIONS

Mr. Heard gave a financial review and projections. There were some savings with the aforementioned staff turnover. There was a bit of a revenue drop due to the unmet expectations of selling 1:1 accreditations.

MEMBERSHIP SALES

Mr. Chamberlain gave an overview on the membership sales numbers. Transparently, they are behind, however we are seeing traction with cohort accreditation contracts. We are working through a variety of consolidator leads as well as developing a second VMG group for another cohort. We have contracts for 3 cohorts with Banfield (33 practices), two cohorts for Thrive (20 practices), and approximately 30 cohorts with Petsmart (300 practices over 3 years.)

Individual membership sales are being explored through various campaigns. We have acquired 154 new individual members since 1/1/22.

STRATEGIC PLAN PROJECTS OVERVIEW

Mr. Chamberlain gave a brief overview on Amplify and shared a graphic on course curriculum.

Ms. Johnson gave an update on Japan. We are almost done with training. Our practice consultant’s (PC’s) will be flying into Japan in July to accredit Daktari. We will not be sending PC’s regularly to Japan. The DVM being trained will be accrediting practices in Japan moving forward; she just cannot accredit her own practice.

Mr. Jordan gave a verbal update on the data benchmarking project. We are close to being done with the agreement with Petabyte.

Mr. Jordan shared the technology platform redesign in Ms. D’Arcey’s absence. Things are on track.

Mr. Jordan gave a verbal update on Veterinary Visionaries and encouraged the board to register and share ideas on the Ideascale platform. There are three sponsors secured for this event.

Mr. Jordan shared an update on the Solve project. It is a similar event to Veterinary Visionaries.

Dr. Vogelsang gave a Connexity update. Registration is going live on 5/9/2022. The theme is: “Create a better world”. We are finalizing visual branding. All keynotes have been finalized. There will be 4 tracks: 2 clinical, 1 practice management, and workshops. We will be doing workshop activities to maximize interactions.

Dr. Vogelsang shared a wireframe of the Guidelines certificate project. There will be 3 certificates created by the end of the year with AllenComm and another 5-7 with BlueSky eLearning. BlueSky will also be our new LMS provider.
Mr. Jordan shared a presentation on Boomtown Accelerator. The consensus from the board is to continue to explore but hold off for awhile before considering moving forward. The strategic plan projects are our main priority right now.

There being no further business, the meeting adjourned at 3:05 PM MT on April 20, 2022.

Respectfully submitted by

___________________________
Garth Jordan
Chief Executive Officer

Attest: Dermot Jevens, MVB, DACVS
Secretary / Treasurer

cc: Cara Lawrence, Esq.
AAHA Board of Directors
MEMBER benefits

the heart of better care for pets and their people
Since our inception in 1933, the American Animal Hospital Association (AAHA) has focused on promoting high-quality standards for small-animal private practices through accreditation and other initiatives. Though times have changed, our mission has remained the same: to provide veterinary professionals with resources to effectively manage their businesses and deliver the best in companion animal care.

aaha.org
AAHA cares.

We care about the veterinary profession, about excellent medicine, about pets and their people, and about you. We care about high standards of care and service, to ensure your team is united in a common goal and your clients and patients experience better outcomes. We care about constant growth and improvement, so you can progress as the human-animal bond progresses. We care about veterinary professional wellbeing, so you and your team thrive in a high-performing, happy practice. We care about attracting the best and brightest into the profession, so you can work with a passionate and talented team. We care about providing the resources you and your team need to do your job to the best of your abilities. We care about nurturing the unique community you have created for one another.

We care, and we know you care too. That’s why AAHA—and AAHA-accredited members—are at the heart of better care for pets and their people.

Only about 15% of veterinary hospitals are AAHA-accredited.
**AAHA and your clients**

Your practice has its own unique reason for being AAHA-accredited. But when clients ask what AAHA accreditation means to your practice, you can start by telling them that it makes a difference—in the level of care you provide to patients, in the service you provide to clients, and in the environment it fosters at your practice, encouraging teamwork, accountability, high morale, consistency, and employee satisfaction. In short, you hold yourself to a higher standard, in every regard.

In addition to making your clients aware that your practice is evaluated on over 900 standards that directly correlate to the quality of care you provide to their pets, we’ve found that there are particular areas of pet health in which pet owners are interested. Explain to your clients that thanks to the **AAHA Standards of Accreditation**:

- You are trained to handle pets gently and safely, which minimizes stress during their veterinary visits.
- You consider pain assessment and control to be a valuable part of every pet’s visit, which helps promote faster healing and comfort.
- A practice team member will be dedicated to monitoring pets under anesthesia.
- You provide nutritional assessments and counseling to help clients make informed decisions about their pet’s diet.
- Dental procedures are performed by trained team members who follow the highest standards of dental care.

Find additional client education resources at [aaha.org](http://aaha.org)

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After learning about AAHA accreditation:

- **81% of pet owners** would choose an AAHA-accredited veterinary practice over a nonaccredited practice
- **51% of pet owners** would drive farther to visit an AAHA-accredited practice
- **44% of pet owners** would pay more for services at an AAHA-accredited practice

How does the accreditation process work?

**First-timer?** Contact practice.accreditation@aaha.org.

- New practices must be open for 3–6 months before applying.
- Complete an application, and pay a small, one-time evaluation fee.

**Already accredited?** Your evaluation will occur every three years, and the cost is covered by your dues.

- Your dedicated support team—an accreditation specialist and practice consultant—will be assigned.
- Your in-person evaluation will be scheduled 3–4 months in advance.
- Answer the personalization questions in your online self-evaluation prior to your in-person evaluation.
- Stuck? Reach out to your AAHA support team at any time.
- Engage your team throughout—AAHA members agree that this is an excellent team-building experience.
- You and your practice consultant will perform your onsite evaluation.

**CONGRATULATIONS!**

You’ve achieved AAHA accreditation. Your entire team will receive the benefits outlined on the following pages.

**Have some work to do?** No problem—aaha.org and your AAHA support team have plenty of resources for you.
Your AAHA support team

One of the most underutilized benefits of AAHA membership is the continuous support you receive from your dedicated practice consultant and accreditation specialist—during your evaluation process, and beyond.

During the evaluation process

Your team is available to answer questions, provide feedback, and be at your side throughout your evaluation process.

After achieving AAHA accreditation

Your team is still available to support you, from reviewing practice blueprints, to providing finance benchmarks, to consulting on practice culture, to guiding you on how to deal with a difficult client conversation. Simply looking for a sounding board? Your AAHA support team is here for you.

We hope you’ll think of your AAHA team as an extension of your practice and a partner in your success. Get in touch with them at practice.accreditation@aaha.org.

AAHA is THE ONLY association to accredit veterinary practices in the US and Canada.

aaha.org
the benefits of AAHA membership
AAHA standards guide us to treat every patient as part of his or her human family.

—JON, ACCREDITED HOSPITAL TEAM MEMBER
The many benefits AAHA members receive, outlined on the following pages, serve to help AAHA accomplish our mission for the veterinary profession as well as help you reach your professional goals.

**Free student and new graduate membership**

AAHA understands the importance of bringing new talent into our profession. That’s why students enjoy a free AAHA membership the entire time they’re in veterinary school. Then, for the first three years after completing veterinary school, new graduates are eligible for a free AAHA membership.
**Support and resources**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Accredited</th>
<th>Preaccredited</th>
<th>Affiliate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing support</strong> from your dedicated accreditation specialist and practice consultant, throughout the accreditation process and beyond</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Peer-to-peer support through the private AAHA-accredited members Facebook Group</td>
<td>✔</td>
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<tr>
<td><strong>Access to the AAHA Standards of Accreditation</strong>, a resource to continually hold your practice to a higher standard</td>
<td>✔</td>
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</tr>
<tr>
<td>Be the first to hear about AAHA’s newest expertly-developed guidelines</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>Discounted job postings in the AAHA Career Center</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>The benefit of pet-owner-facing accreditation marketing campaigns driven by AAHA</td>
<td>✔</td>
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<tr>
<td>Exclusive use of the AAHA-accredited logo</td>
<td>✔</td>
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<tr>
<td><strong>Free marketing materials</strong> available in our online Publicity Toolbox</td>
<td>✔</td>
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<tr>
<td>A listing on the AAHA-Accredited Hospital Locator, to help pet owners find your practice</td>
<td>✔</td>
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<tr>
<td>Access to AAHA’s <strong>client satisfaction survey</strong></td>
<td>✔</td>
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<tr>
<td>The opportunity to join an AAHA-accredited Veterinary Management Group</td>
<td>✔</td>
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<tr>
<td><strong>A free subscription to AAHA Update</strong>, a quarterly accreditation newsletter</td>
<td>✔</td>
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Over 91% of AAHA members believe that being an AAHA member holds them to a standard that makes their practice better.*

*2018 AAHA member survey*
### Savings programs

Exclusive discounts through **AAHA Advantage**, a group purchasing program that saves you money on the things you need to practice excellent medicine.

Savings on everyday essentials for your practice and perks for your team through **AAHA's savings programs**.

### Education benefits

- **AAHA Culture** resources and educational offerings
- A free subscription to **AAHA Learning**, AAHA's online CE platform
- Member pricing for AAHA's conference, **Connexity**
- Discounts on CE and training programs

### Benefits from AAHA publishing

- **Free standard shipping** on all AAHA Press books and products
- **Free standard shipping** on all other AAHA Store merchandise
- **Preferred pricing** on AAHA Press books and products
- A **free subscription to Trends**, AAHA's award-winning business and practice management magazine
- A **free subscription to JAAHA**, AAHA's peer-reviewed, bimonthly, scientific journal
- **Access to NEWStat**, AAHA's e-newsletter with the latest veterinary news
AAHA-accredited practices have more engaged clients who visit more frequently, as well as fewer lapsed patients, than nonaccredited practices.*

*“Practice Analysis Report,” VetSuccess, 2019
After I learned about accreditation, I found an accredited hospital in my area. I was blown away by the service we received there. I cannot tell you how impressed I am with our new veterinary hospital. Thanks to learning about accreditation, I now have the most wonderful veterinarian for my dog.

—MELISSA, PET OWNER
**AAHA-accredited members Facebook Group**

Fellow AAHA members are just a “post” away. Connect, celebrate, garner advice, and gain peer-to-peer support through our private AAHA-accredited members Facebook Group. Visit facebook.com/groups/aahaaccredited and click “Join Group.”

**AAHA guidelines**

Developed by experts in the profession, AAHA guidelines provide cutting-edge information and frequent updates to help you stay at the forefront of veterinary medicine. AAHA’s guidelines are interactive, mobile-friendly, and full of pet owner and team education resources. Find them all, including our most recently updated resources, at aaha.org/guidelines.

**AAHA Career Center**

Your tool to recruit and connect with qualified veterinary professionals, the AAHA Career Center helps you gain exposure to job seekers via an extensive network of job sites. AAHA members receive discounted pricing on job postings.
**Marketing support**

Proudly market your accredited practice with AAHA-accredited logos and other free marketing material, including specific resources for incorporating social media into your marketing plan, in our online Publicity Toolbox at aaha.org. Plus, in AAHA’s online store, you’ll find exclusive AAHA-accredited merchandise and client education material, great for open houses, community events, and more.

**Client satisfaction survey**

This carefully designed online tool measures your clients’ satisfaction with their experiences at your practice. It will help you retain clients and obtain new ones through favorable word of mouth.

**AAHA-accredited Veterinary Management Groups (VMGs)**

Comprised of noncompeting AAHA-accredited practices throughout the US, these VMGs are a safe space for practice owners and managers to openly discuss challenges, identify goals, share success stories, and benefit from an environment of mutual support and motivation. Members also gain access to an exclusive benchmarking program!

**Learn more about all of these resources at aaha.org.**

On average, AAHA-accredited members outearn nonmember practices in revenue ($1,707,813 to $1,206,035, respectively), exceeding the national average for all practices by more than 34%.*

savings programs
I want to partner with a leader in the profession to achieve excellence in medicine, management, client relations, and team health. Our team is proud to say we do it the AAHA way.

—ANITA, ACCREDITED HOSPITAL TEAM MEMBER
Enjoy exclusive discounts, preferred pricing, and rebates from top manufacturers through AAHA Advantage, the profession’s only nonprofit purchasing program. As an AAHA Advantage member, you’ll receive a quarterly rebate check and access to a comprehensive savings dashboard that allows you to track purchases, monitor your rebate progress, and see all of your savings in one place.

Our Preferred Business Providers offer financial and educational perks for the essential business services you need to help your practice prosper, while companies in our Member Values Program offer tangible savings on everyday items for your team.

Members often save enough through these programs to pay for their annual AAHA dues, and then some.

Find the complete list of savings program vendors and details at aaha.org/savings.
On average, AAHA member practices have a higher count of new patients versus nonmember practices (851 and 644 per fiscal year, respectively).*

We were a good practice before we started the [AAHA accreditation] process. The journey required us to challenge and search ourselves... It was the journey that we valued as we grew and became a better practice.

—DONALD, ACCREDITED HOSPITAL OWNER
AAHA continually works to provide our members with the best, most engaging, most innovative RACE-approved CE opportunities in a variety of formats, from onsite certificate programs to online classes.

**Learning**

Through a free subscription to AAHA’s online CE platform, members receive access to RACE-approved technical CE for veterinarians and technicians. Courses are available in a variety of formats, ranging from interactive, case-based learning modules and virtual simulations to podcasts and webinars.

AAHA’s Connexity conference is where passion meets purpose. It’s where you can get back to your fun science roots, test your knowledge, and meet your peers, with practical CE in engaging formats that you can put to use immediately.

AAHA-accredited practices have more loyal clients, retain more clients, and see more repeat clients than nonaccredited practices.*

*“Practice Analysis Report,” VetSuccess, 2019
Discounts on CE and training programs

AAHA members receive discounted pricing on, and the first chance to register for, all of our educational offerings.

For aspiring technicians:
**Distance Education Veterinary Technology Program (DEVTP)**
DEVTP’s goal is to transform veterinary assistants into credentialed technicians. This AVMA-accredited online veterinary technology program enables students to earn an associate’s degree while maintaining demanding schedules at work and home.

For new associates:
**Beyond Medicine Workshop**
These free workshops aim to teach recent graduates the professional skills not always taught in veterinary school, like conflict resolution, managing debt, and more.

For experienced managers and owners:
**Veterinary Management Institute (VMI)®**
This intensive program combines facilitated learning sessions, independent study, and professional development to provide comprehensive education on veterinary management topics ranging from creative decision-making and leadership to financial management and communication.

Find dates, pricing, and additional details at aaha.org/education.
AAHA’s culture initiative
Going through [the accreditation] process, I learned that AAHA is not just about quality of care for our patients, but our patients’ families and our staff as well.

—KELLY, ACCREDITED HOSPITAL PRACTICE MANAGER
AAHA’s Culture Initiative provides veterinary practices with tools and resources to foster individual wellbeing and optimal, healthy practice cultures.

**AAHA’s Guide to Veterinary Practice Team Wellbeing**

The challenge of achieving personal and professional wellbeing is recognized as a critical issue within the veterinary profession. Written by various experts in the field of personal wellbeing and culture, AAHA’s *Guide to Veterinary Practice Team Wellbeing* is designed to help team members embrace the benefits of self-care and support individual wellbeing in the veterinary practice.

**The Link Between a Healthy Workplace Culture and Optimal Personal Wellbeing**

Personal wellbeing and workplace culture impact every member of the veterinary practice team. In this roundtable discussion, AAHA tapped into the expertise of mental health professionals and other driving culture transformation to learn why they believe wellbeing and practice culture are inextricably linked and what you can do to improve both.
Additional resources

Our free online videos, learning modules, and downloadable resources are designed to help you implement positive change and elevate your practice culture. Topics range from practice culture “types” to how culture impacts employee engagement, client service, and your bottom line.

Visit aaha.org/culture to find these resources and learn more.

AAHA’s Culture Initiative is supported through a generous educational grant from Merck Animal Health.

Practices that generate higher levels of revenue have higher staff-to-doctor ratios. The ratio of nonveterinarian staff per FTE veterinarian is highest among AAHA-accredited practices.*

It’s been a great benefit to us financially to be accredited. It attracts some of our clients who really do distinguish between different clinics, and it attracts wonderful staff members.

—SHARON, ACCREDITED HOSPITAL PRACTICE MANAGER AND OWNER
Included in your AAHA membership are free subscriptions from AAHA Publishing, including:

- *Trends*, AAHA's award-winning business and practice management magazine (plus access to the digital version)
- *JAAHA*, the *Journal of the American Animal Hospital Association*, a peer-reviewed, bimonthly medical journal (plus access to the digital version)
- *NEWStat*, AAHA’s e-newsletter covering industry trends, breaking news, innovative new research and technology, and legislative updates

AAHA-accredited members also receive preferred pricing on AAHA Press books and resources and free standard shipping on all our titles in such categories as:

- Practice management, including books on building design, financial management, human resources, culture, and education
- Veterinary safety and OSHA tools, including videos, workbooks, and labels
- Client education, including behavior brochures, health brochures, exam room visual aids, and even coloring books
- Medical records and forms
- Medical and dental books
- Pet loss support materials

*And, you can put them all in a dog- or cat-themed tote bag!*
**Popular titles include:**

**Vital Statistics Series (Compensation and Benefits, Financial and Productivity Pulsepoints, and Veterinary Fee Reference)**

Our best-selling statistical set delivers all the key financial indicators you need to improve your practice’s performance. Use these detailed, easy-to-read demographic tables to find out how your practice stacks up against other hospitals in terms of employee compensation, expenses and profitability, and what you charge for services.

**Practice Made Perfect: A Complete Guide to Veterinary Practice Management**

Build or brush up on the diverse skills you need to manage a veterinary practice. This popular resource covers key topics including employment law, inventory, marketing and social media, accounting, and more.

**Controlled Substance Logs**

Thoroughly revised, redesigned, and reviewed by industry experts, these logs facilitate compliance with DEA regulations; safeguard against human error; provide a source of internal accountability; accommodate the separation of records for Schedule I and II drugs and Schedule III, IV, and V drugs; and allow you to complete all your logging for one drug in one book.

Find these products and more, plus AAHA-accredited merchandise, at press.aaha.org.
We hope this guide is a reminder of your ongoing AAHA membership benefits. Please reach out to us at any time with questions. We’re here for you—because you, your team, and AAHA are at the heart of better care for pets and their people.

Contact Us

aaha.org • aaha@aaha.org

Phone: 800-252-AAHA • Fax: 303-986-1700

12575 W. Bayaud Ave., Lakewood, CO 80228-2021

Connect with us:  

Facebook • Twitter • YouTube
AAHA'S PURPOSE AND CORE VALUES

In 2020-2021, AAHA evaluated every program, product, and service we offered in search of ways to better serve our members and the broader veterinary ecosystem. We examined AAHA's original mission and vision, ultimately replacing them with a concise eight-word Purpose Statement:

Simplify the journey towards excellence for veterinary practices

This Purpose Statement beautifully defines why we work on behalf of veterinary medicine, and it's our primary filter that helps AAHA decide how to spend resources in time, money, and people power.

Our Core Values
We also developed AAHA’s Core Values, which we embed in everything we do:

- **Simplicity**: We work smarter not harder.
  
  We strive to simplify the journey towards excellence for veterinary practices through curiosity, creativity, and removal of the unnecessary.

- **Integrity**: Say what you’ll do, do what you say.
  
  We strive to be clear communicators and fulfill our promises to one another, intentionally building our foundation of trust and accountability.

- **Collaboration**: We before me.
  
  Our commitment to each other’s success through active collaboration and teams with diverse backgrounds, experiences, and expertise creates better solutions rooted in empathy.

Examples: How we’re putting our Purpose into action through our Core Values
Aiming to simplify, we’re upgrading our business infrastructure over the next three years. We are building the physical and technological foundation we need to be viable and sustainable so we can deliver on our Purpose.

Guided by the value of integrity, we believe every team member deserves the chance to showcase their expertise, so we’re designing and developing online, competency-based certificates for individuals.

To foster collaboration, we've launched AAHA Community, with advanced threads, document sharing, and more ways to connect in a professional network with other AAHA members.

More to come
These are just a few examples of how we’re putting our Purpose into action through the Core Values we embody. Stay tuned for offerings like new AAHA guidelines around allergic disease and antimicrobials, a new AAHA Benchmark program to help practices develop administrative and medical insights, a reimagined annual conference, Connexity, and more in the coming years.
American Animal Hospital Association  
c/o Dr. Ralph E. Ruggles  
P. O. Box 303  
Moline, Illinois  

Gentlemen:

Based upon the evidence submitted, it is held that you are exempt from Federal income tax as an organization described in section 501(c)(6) of the Internal Revenue Code. Any questions concerning taxes levied under other subtitles of the Code should be submitted to us.

You are not required to file Federal income tax returns so long as you retain an exempt status, unless you are subject to the tax on unrelated business income imposed by section 511 of the Code and are required to file Form 990-T for the purpose of reporting unrelated business taxable income. Any changes in your character, purposes or method of operation should be reported immediately to this office. You should also report any change in your name or address. You are required to file an information return, Form 990, annually, after the close of your annual accounting period of December 31.

This is a determination letter.

A copy of this letter is being forwarded to Mr. Alan R. Brodie, Room 3400, 135 South La Salle Street, Chicago 3, Illinois in accordance with the authorization contained in a power of attorney on file in this office.

Very truly yours,

[Signature]

Harold R. All  
District Director
FORM 1024
Rev. Nov. 1959
U. S. Treasury Department
Internal Revenue Service

EXEMPTION APPLICATION
(To be made only by a principal officer of the organization claiming exemption)
To be filed in duplicate with the District Director for your District

The use of organizations applying for exemption under section 501 (a) of the Internal Revenue Code of 1964 which are described in the following subsections: (Check below the applicable subsection.)

☐ Section 501 (c) (4)—Civic leagues or social welfare organizations (including posts, councils, etc., of veterans' organizations).
☐ Section 501 (c) (5)—Labor, agricultural, or horticultural organizations.
☐ Section 501 (c) (6)—Business leagues, chambers of commerce, etc.
☐ Section 501 (c) (8)—Fraternal beneficiary societies, etc.

EVERY ORGANIZATION THAT CLAIMS TO BE EXEMPT MUST FURNISH THE INFORMATION AND DATA SPECIFIED IN DUPLICATE. IF ANY ORGANIZATION FAILS TO SUBMIT THE INFORMATION AND DATA REQUIRED, THIS APPLICATION WILL NOT BE CONSIDERED ON ITS MERITS AND WILL BE RETURNED.

1. FULL NAME OF ORGANIZATION

AMERICAN ANIMAL HOSPITAL ASSOCIATION

c/o Dr. Ralph E. Ruggles, P.O. Box 303, Beloit, Illinois

2. COMPLETE ADDRESS (Number and street, post office box, city, state, etc.)

3. DATE SUBMITTED

October 1961

☐ Yes ☐ No

4a. IS THE ORGANIZATION INCORPORATED?

☐ Yes ☐ No

b. IF "YES," IN WHICH STATE AND UNDER WHICH LAW (? GENERAL CORPORATION, NOT FOR PROFIT, MEMBERSHIP, EDUCATIONAL, ELECTROSYNTHETIC, ETC.): CITE STATUTORY PROVISIONS.

☐ Yes ☐ No

5a. HAS ORGANIZATION FILED FEDERAL INCOME TAX RETURN? ☐ Yes ☐ No

b. IF "YES," FORM NUMBER OF RETURN FILED AND INTERNAL REVENUE DISTRICT WHERE FILED.

6a. IS THE ORGANIZATION THE OUTGROWTH OR CONTINUATION OF ANY FORM OF PREDECESSOR(S) ? ☐ Yes ☐ No

b. IF "YES," ATTACH A STATEMENT INDICATING THE NAME OF YOUR PREDECESSOR(S), THE PERIOD DURING WHICH IT WAS IN EXISTENCE, AND THE REASONS FOR ITS TERMINATION. SUBMIT COPIES OF ALL PAPERS BY WHICH THE TRANSFER OF ASSETS, IF ANY, WAS EFFECTED.

6b. IS CAPITAL STOCK ISSUED AND OUTSTANDING ? ☐ Yes ☐ No

b. IF "YES," ATTACH A STATEMENT INDICATING (1) CLASS OR CLASSES OF SUCH STOCK, (2) THE NUMBER AND PAR VALUE OF THE SHARES, (3) THE CONSIDERATION FOR WHICH ISSUED, AND (4) WHETHER ANY DIVIDENDS HAVE BEEN PAID OR WHETHER YOUR CERTIFICATE OF ORGANIZATION AUTHORIZES SUCH PAYMENT ON ANY CLASS OF SUCH STOCK.

6c. HAS ANY DISTRIBUTION OF YOUR PROPERTY OR SURPLUS EVER BEEN MADE TO SHAREHOLDERS OR MEMBERS? ☐ Yes ☐ No

b. IF "YES," ATTACH A STATEMENT CONTAINING FULL DETAILS, INCLUDING (1) AMOUNTS OR VALUE, (2) SOURCE OF FUNDS OR PROPERTY DISTRIBUTED, AND (3) BASIS OF AUTHORITY FOR DISTRIBUTION.

6d. DOES ANY PART OF YOUR RECEIPTS REPRESENT PAYMENT FOR SERVICES OF ANY CHARACTER RENDERED BY THE ORGANIZATION? ☐ Yes ☐ No

b. IF "YES," ATTACH A STATEMENT EXPLAINING IN DETAIL.

6e. HAS ANY PAYMENTS BEEN MADE TO SHAREHOLDERS OR MEMBERS FOR SERVICES RENDERED BY THE ORGANIZATION? ☐ Yes ☐ No

b. IF "YES," ATTACH A STATEMENT EXPLAINING IN DETAIL.

6f. DOES ANY PART OF THE NET INCOME OF THE ORGANIZATION INURE TO THE BENEFIT OF ANY PRIVATE SHAREHOLDER OR INDIVIDUAL? ☐ Yes ☐ No

b. IF "YES," ATTACH A STATEMENT EXPLAINING THE RULES FOR ELIGIBILITY.

6g. DO YOU PAY SICK OR DEATH BENEFITS, OR PENSIONS OR ANNUITIES TO YOUR MEMBERS? ☐ Yes ☐ No

7. YOU MUST SUBMIT COPIES OF ALL ADMINISTRATIVE OPINIONS AND SUBMIT CITATIONS OF ALL JUDICIAL DECISIONS AS WELL AS COPIES OF APPLICATIONS OR REQUESTS FOR SUCH OPINIONS OR DECISIONS (IF ANY) RELATING TO THE FOLLOWING QUESTIONS:

a. HAS THE ORGANIZATION EVER RECEIVED OR REQUESTED ANY EXEMPTION OR SPECIAL STATUS UNDER THE LAW OF THE STATE OF ITS INCORPORATION OR ORGANIZATION, SUCH AS INCOME OR PROPERTY TAX EXEMPTION? ☐ Yes ☐ No

b. IS THE ORGANIZATION UNDER THE SUPERVISORY JURISDICTION OF ANY STATE, COUNTY, OR CITY REGULATORY BODY, SUCH AS THE SOCIAL WELFARE AGENCY, BOARD OF REGENTS, ETC.? ☐ Yes ☐ No

8. IF YOU ARE CLAIMING EXEMPTION AS AN ORGANIZATION DESCRIBED IN SECTION 501 (c) (4) AS A LOCAL ASSOCIATION OF EMPLOYEES, ATTACH A STATEMENT GIVING NAMES AND ADDRESSES OF EMPLOYERS WHOSE EMPLOYEES ARE ELIGIBLE FOR MEMBERSHIP IN THE ASSOCIATION. IF EMPLOYEES OF MORE THAN ONE PLANT OR OFFICE OF THE SAME EMPLOYER ARE ELIGIBLE FOR MEMBERSHIP, GIVE THE ADDRESS OF EACH SUCH PLANT OR OFFICE.

9. IF YOU ARE CLAIMING EXEMPTION AS AN ORGANIZATION DESCRIBED IN SECTION 501 (c) (4), DO YOU PERFORM PARTICULAR SERVICES FOR MEMBERS, SHAREHOLDERS, OR OTHERS, SUCH AS FURNISHING CREDIT REPORTS, COLLECTING ACCOUNTS, INSPECTING PRODUCE, CONDUCTING ADVERTISING, PURCHASING MERCHANDISE, OR OTHER SIMILAR UNDERSTANDINGS? ☐ Yes ☐ No

If "Yes," ATTACH A STATEMENT IN DETAIL, INCLUDING INCOME REALIZED AND EXPENSES INCURRED, REGARDING SUCH ACTIVITIES. IF ENGAGED IN ADVERTISING, ATTACH SPECIMEN COPIES OF MATERIAL.

d. DATE INCORPORATED OR ORGANIZED

Oct. 13, 1935
II. HAVE YOU ATTACHED COPIES IN DUPLICATE OF THE FOLLOWING WHICH YOU ARE REQUIRED TO SUBMIT?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td></td>
<td>i. A statement explaining in detail each fund-raising activity and business enterprise engaged in, accompanied by copies of all agreements, if any, with other parties for the conduct of such fund-raising activity or business.</td>
</tr>
<tr>
<td></td>
<td>j. A copy of each lease, if any, in which you are the lessee or lessor of property (real, personal, gas, oil, or mineral) or in which you own an interest under such lease, together with copies of all agreements with other parties for development of the property.</td>
</tr>
<tr>
<td></td>
<td>k. A statement which clearly indicates what State statutes or court decisions govern the distribution of assets upon dissolution. (This statement may be omitted if the organization’s charter, certificate, or other instrument of organization makes provision for such distribution.)</td>
</tr>
<tr>
<td></td>
<td>l. A statement which clearly indicates what qualifications are necessary for membership in the organization. (This statement may be omitted if the charter, certificate, or other instrument of organization so provides.)</td>
</tr>
<tr>
<td></td>
<td>c. A statement which describes the purposes, other than in payment for services rendered or supplies furnished, for which the organization’s funds are expended.</td>
</tr>
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<td></td>
<td>d. A statement which describes the purposes, other than in payment for services rendered or supplies furnished, for which the organization’s funds are expended.</td>
</tr>
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<td></td>
<td>e. A complete statement of assets and liabilities as of the end of the last annual accounting period of operation.</td>
</tr>
<tr>
<td></td>
<td>f. A statement which describes the purposes, other than in payment for services rendered or supplies furnished, for which the organization’s funds are expended.</td>
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</table>

A. TIME AND PLACE FOR FILING
An application will not be considered for exemption if the organization has had less than 12 months of active operation (not mere existence or activity preparatory to major endeavors) for the purpose for which it was created, unless the organization is eligible for tentative exemption as a community or public type of organization as described in Rev. Rul. 64-164, C.B. 1964-1, 88.

When this application is completed and all information and data required are attached, file in duplicate with your District Director of Internal Revenue. As soon as practicable after the information and data are received, the organization will be advised of the Commissioner’s determination and of the annual returns which will be required to be filed.

B. ATTACHMENTS
Every attachment should show the name and address of the organization, the date, an identifiable heading, and that it is an attachment to Form 1024.

In addition to the documents and statements listed which must be filed, any additional information citing court decisions, rulings, opinions, etc., may be filed for purposes of expediting processing of the application.

C. POWER OF ATTORNEY
If the organization expects to be represented in person or by correspondence by an agent or an attorney, a power of attorney specifically authorizing the agent or attorney to represent the organization must be filed.

D. CLAIM FOR EXEMPTION
A mere claim or contention by an organization that it is exempt from income tax under section 501 (a) of the Internal Revenue Code of 1954 and the corresponding provisions of prior revenue acts will not relieve the organization from filing income tax returns and paying the tax.

E. REQUESTS FOR WITHHOLDING OF INFORMATION
Any information which is contained in a supporting document and which is determined by the Commissioner to relate to any trade secret, patent, process, style of work, or apparatus, may upon request be withheld from public inspection if the Commissioner determines that the disclosure of such information would adversely affect the organization. Such requests must (1) clearly identify the material to be withheld (the document, page, paragraph, and line), (2) include the reasons for the organization’s position that the information is of the type which may be withheld from public inspection, and (3) be filed with the supporting documents in which the material to be withheld is contained.

SIGNATURE AND VERIFICATION
I declare under the penalties of perjury that this application (including any accompanying statements) has been examined by me and is, to the best of my knowledge and belief, a true, correct, and complete application, made in good faith pursuant to the Internal Revenue Code and the regulations thereunder.

[Signature]
[Title]
U.S. GOVERNMENT PRINTING OFFICE: 1980–C–483781

Executive Secretary