



AAEM Section Leadership Reference Manual and Tool Kit

2022-2023

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About the American Academy of Emergency Medicine (AAEM)

AAEM was established in 1993 to promote fair and equitable practice environments necessary to allow emergency physicians to deliver the highest quality of patient care.

For over 25 years, AAEM has been a leader in protecting board certification in emergency medicine and confronting the harmful influence of the corporate practice of medicine. We support fair and equitable practice environments that allow emergency physicians to deliver the highest quality of patient care.

Mission Statement

The American Academy of Emergency Medicine (AAEM) is the specialty society of emergency medicine. AAEM is a democratic organization committed to the following principles:

1. Every individual, regardless of race, ethnicity, sexual identity or orientation, religion, age, socioeconomic or immigration status, physical or mental disability must have unencumbered access to quality emergency care.
2. The practice of emergency medicine is best conducted by a physician who is board certified or eligible by either the American Board of Emergency Medicine (ABEM) or the American Osteopathic Board of Emergency Medicine (AOBEM).
3. The Academy is committed to the personal and professional well-being of every emergency physician which must include fair and equitable practice environments and due process.
4. The Academy supports residency programs and graduate medical education free of harassment or discrimination, which are essential to the continued enrichment of emergency medicine, and to ensure a high quality of care for the patient.
5. The Academy is committed to providing affordable high quality continuing medical education in emergency medicine for its members.
6. The Academy supports the establishment and recognition of emergency medicine internationally as an independent specialty and is committed to its role in the advancement of emergency medicine worldwide.

Vision Statement

A physician's primary duty is to the patient. The integrity of this doctor-patient relationship requires that emergency physicians control their own practices free of outside interference.

We aspire to a future in which all patients have access to board certified emergency physicians.

The Principles

1. The ideal practice situation in emergency medicine affords each physician an equitable ownership stake in the practice. Such ownership entails responsibility to the practice beyond clinical services.
2. Emergency physicians should have control over their professional fees and should not engage in fee-splitting.
3. The role of emergency medicine management companies should be to help physicians manage their practice. The practice should be owned by and controlled by its physicians and not by a management company.
4. Medical societies should actively encourage the creation and enforcement of statutes prohibiting the corporate practice of medicine.
5. Medical societies should not accept financial support from entities that do not adhere to the above principles.
6. Emergency medicine specialty societies should work towards the goal of establishing a workforce sufficient to ensure that all emergency departments in the United States and its territories are staffed by emergency physicians certified by either the American Board of Emergency Medicine or the American Osteopathic Board of Emergency Medicine.

AAEM Bylaws

[CLICK HERE](#) to view the current bylaws of the Academy.

AAEM Board of Director Roster

[CLICK HERE](#) to view the current AAEM Board Members.

Section Council Structure



Section Criteria

The Board of Directors of the Academy may approve the formation of a new section by members of the Academy by a majority vote. Each section will have their own bylaws that conform to the bylaws of the Academy and be governed by a section council. The section council will consist of a section chair, section immediate past chair, section chair-elect and secretary-finance chair. Additional members of the Council will be defined by their bylaws.

- Sections will have a minimum of 50 members from the Academy. No section shall be created until the initial section bylaws are approved by the executive committee or the board of directors.
- Section members must be members of the Academy.

- A member may join any section for which they meet membership requirements providing the member pays any applicable dues for the section.
- The section chair will be selected by the section members by a majority vote.
- The term of all section chair members is one year. Term limitations are established at two consecutive terms for each office.
- Any section may be dissolved by a vote passed by at least two-thirds of the entire AAEM board of directors when the actions of a section are deemed to be in conflict with the bylaws, ethical principles, or the mission of the Academy.

AAEM Sections

AAEM sections give members an opportunity to enhance their activity in AAEM, learn leadership skills, and engage the AAEM community in a specialized area and/or interest.

Critical Care Medicine Section

Critical care is an ever-revolving field with major advances; the goals for this section are to keep members up-to-date by writing guidelines or position statements, networking, developing a job database, and providing mentorship. CCMS-AAEM aims to engage clinical interests of members.

Emergency Medical Services Section

EMSS-AAEM was founded to foster the professional development of members and provide education regarding emergency medical services. EMSS-AAEM serves as a liaison with other national EMS societies and provides consultation to government agencies.

Emergency Ultrasound Section

EUS-AAEM was founded to foster the professional development of members and provide education featuring point of care ultrasound.

Justice, Equity, Diversity, and Inclusion Section

JEDI-AAEM promotes and increases diversity throughout the practice of emergency medicine (including but not limited to race, ethnicity, religion, gender, sexual orientation and ability) throughout the EM subspecialty at every level of leadership. JEDI-AAEM aims to actively support and mentor underrepresented minorities and culture champions at various stages of education, training and career advancement, as well as collaborate with reputable organizations that support such efforts.

Women in Emergency Medicine Section

WiEM-AAEM is constituted with a vision of equity for women in emergency medicine and a purpose to champion the recruitment, retention, and advancement of women in emergency medicine through the pillars of advocacy, leadership, and education.

Young Physicians Section

YPS-AAEM membership is open to emergency medicine residency-trained Fellow-in-Training, Associate or Full Voting members of the American Academy of Emergency Medicine who are within the first five years of professional practice after residency or fellowship training. YPS-AAEM promotes the professional development of PLO members and provides education consistent with the principles and activities of AAEM.

Leadership Roster

[CLICK HERE](#) for a list of current leadership and their contact information

Overview

Sections have

- Bylaws that cover governance, structure, elections, etc. **(bylaws link coming soon)**
 - Critical Care
 - Emergency Medical Services
 - Emergency Ultrasound
 - Justice, Equity, Diversity, and Inclusion
 - Women in Emergency Medicine
 - Young Physicians Section
- Finances with itemized income and expenses. These reports are updated monthly.
- Council Leadership consists of Chair, Chair-Elect, Secretary/Finance Chair, Past-Chair, Councilors, RSA Representatives, AAEM Board Liaison and a Staff Liaison.

General Policies & Expectations

Communication on Behalf of AAEM

- According to AAEM's policies and procedures, any communication on behalf of the Academy shall be official, at the direction of the AAEM president.
- No communication, policy, statement or like either verbal or written, may be released without the approval of the AAEM president, who has the option to query the Executive Committee and/or Board of Directors.
- Verbal or written statements shall not be made that conflict with the mission or policy of the Academy.
- While the AAEM president is the official spokesperson of the Academy, individual members will be allowed to express their personal views in appropriate Academy forums.
- To control official communications stationery shall be for use of the staff and the AAEM president only.
- Staff will prepare letters sent on behalf of the Academy with a copy remaining in the office.
- Section members may not use AAEM letterhead. Exceptions may be made to this policy so long as the purpose of the communication is made known and approved by the AAEM president in advance. If the exception is approved, a copy of the communication shall be provided to staff within 24 hours of dissemination for permanent file retention.
- Any member receiving salary from an organization defined as a commercial interest by the ACCME is excluded from serving on any AAEM Section responsible for programming CME eligible educational activities.
 - Members employed by industry may join any other committee; however, these members are not eligible to participate in the following activities:
 - Authorship or co-authorship of CPC statements
 - Planning or execution of any accredited CME activity
 - Members affected by the above standards because of committee or other appointments should provide updated disclosure information annually.
- Section financial expenditures require prior Council approval. For example, any projects that have a financial implication, including audiovisual, additional staff support for special projects, and food and beverage other than what is provided as part of the Scientific Assembly by the AAEM must be approved in advance by the Section Council.
- Section leadership must have equitable representation with regard to race, gender, gender identity, ethnicity, religion, practice setting, geography, and age.

- Requests for additional financial support from AAEM must utilize the Board Proposal Form.
- MyAAEM online community is the preferred method of communication among other group members and/or AAEM Members.

General Expectations

Section Council members will be provided annually with a “Section Reference Manual” that provides the purpose, duties, powers, and composition, as well as, appointment and operating procedures of the Council.

- Section leadership are responsible for reading, signing, and complying with the Code of Conduct & Ethics Policy.
- Section leadership members are responsible for attending meetings as designated by the Chair.
- Section leadership members are responsible for proper preparation and active participation in Section work.
- Section leadership members are responsible for professional and appropriate communication and interaction with Chairs and AAEM Staff.

Attendance Expectations

Section leader members have a responsibility to participate in the work of their group. Members are expected to RSVP regarding their participation for meetings. If a member misses three or more meetings of the Section, that member may be asked to step down from their role.

Compliance

Should a member become non-compliant due to lack of participation or violation of the Code of Conduct & Ethics Policy, the AAEM Board of Directors may remove the member in question from their term of service and the Section chair may appoint a replacement member.

Disclaimer

This reference manual is intended to be a living document. If changes occur during a term, Section leaders will receive a notification with a link to the updated reference manual.

Meetings

The majority of Section work is done via zoom meetings; below are tips to help optimize meetings conducted:

1. Council leaders should “Accept” or “Decline” the calendar invite sent from the Staff Liaison. Responding to the meeting invitation will allow Staff Liaison to communicate with the Chair regarding leader participation.
2. Prior to the meeting, Council leaders should review the agenda and supporting materials.
 - The zoom meeting link/ID and passcode will be provided on the agenda and calendar invite to facilitate timely access to the meeting.
 - Timeliness for leader attendance is essential to ensuring that committee business can begin in a timely fashion.
 - Please communicate directly with the Staff Liaison and Chair if your plans for meeting participation change.
 - Section leaders slated to speak and/ lead discussion about agenda items should anticipate potential questions and provide a plan for response. If unable to attend the meeting, a written report should be submitted to the Staff Liaison and Chair in advance of the meeting.
3. Be mindful of background noise
When your microphone is not muted, avoid activities that could create additional noise, such as shuffling papers, eating, etc.
4. Position your camera properly
If you choose to use a web camera, set in a stable position and focused at eye level. When speaking, look directly at the camera to create more engagement with other participants.
5. Limit distractions
Focus on the meeting and limit distractions by turning off notifications, closing or minimizing running apps, and muting your smartphone.
6. Avoid multitasking
Active participation at meetings is the responsibility of Section leaders. Please have

the agenda and support materials available on screen and take notes on action items.

7. Prepare materials in advance

If sharing content during the meeting, ensure the files and/or links are ready to go before the meeting begins.

Robert's Rules of Order Summary

AAEM uses Robert's Rules of Order as the governing rules for motions during meetings. Most often, committees, task forces, and sections hold discussions rather than making motions.

Motions

Motions are statements that describe a proposed action or decision. Although the formality of Robert's Rules can seem cumbersome, the process of making motions ensures that no decision is accepted without the opportunity for discussion and a vote.

Typically the motion making process progresses as follows:

A member of the group proposes a motion: "I move that..."

- Motions require that a second member of the group agrees to consider the proposal to ensure that the proposal is meaningful to more than one person.

A member of the group chooses to second: "I second" or "I second for discussion" if you want to be clear that you are not in support but want to entertain a conversation about the proposal.

- Without a second the motion will die.

Once the group has had a chance to speak in favor or against the motion, the Chair will lead a vote.

Types of Motions

Main motion - A motion must be made and seconded to initiate discussion on an issue (a limited amount of discussion may be allowed at the discretion of the Chair prior to a motion being made).

Substitute motion - Used to propose an alternative action to the main motion. Up to one main and two substitute motions may be on the floor at one time. If a substitute motion

passes, it does away with the prior motions. If it fails, the previous motion comes back up for consideration.

Friendly amendments - These are editorial changes that may be allowed if nobody objects. However, any member may object and deny such requests.

Call the question – A motion to end debate and vote on the motion at hand. If seconded and passed, the main motion is then voted on. If no second or fails, discussion continues. (The Chair can choose to end debate.)

Motion to table - Non-debatable. If seconded, discussion ends and must be voted on immediately. A subsequent motion to take from the table is required to reopen discussion.

Motion to reconsider – Can only be made by a member on the prevailing side of a previous vote. If seconded and passed, it rescinds the previous vote and brings the motion back for discussion.

Methods of Voting

- Majority Action Every act or decision done or made by a majority of officers and councilors present at any meeting duly held at which a quorum is present shall be the act of the section council. Voting may also be conducted by electronic mail.
- Adopt by consensus: If there is no opposition or only one or two opposed
- Voice vote: Ayes vs. nays
- Show of hands: Keep hands raised until Chair and staff have completed counting
- Roll call vote: Only used if requested by a voting member
- Secret ballot: Only used to elect Chair and Vice-Chair

Tax & Legal Information

AAEM is a 501(c)(6) tax-exempt corporation.

What is the difference between a 501c3 and 501c6?

501(c)(6) organizations may engage in political campaign intervention activities so long as such activities do not represent their primary activity. Individual and company donations to 501c6 organizations are not eligible for tax deduction.

501(c)(3) organizations are prohibited from engaging in any political campaign intervention activities. Individuals and companies that donate to 501c3 charities can deduct their gifts up to 100% of their AGI (Adjusted Gross Income).

Expense Approval

When dues are collected for membership in a specific section above and beyond the dues of the Academy, the governing council of the section will have control over the disbursement of those funds.

Requests to allocate funds for reimbursement, projects and events must be proposed during a council meeting with quorum present and approved by majority vote.

Best practices

- When soliciting vendors for a project or item, a minimum of three written quotes/proposals should be requested from competitive sources. The quotes must be based on the same specifications and evaluated on a set criteria. The approved vendor will be required to submit a W9 to AAEM.
- A documented record of the quotes sought, the evaluation process and the decision to award may be requested. Leadership soliciting quotes shall provide documentation to their staff liaison for AAEM archives.
- A task force reviews and selects vendor. The section secretary/finance chair shall be invited as a member on the task force.
- The secretary/finance chair or his/her designee will present a motion at a Council meeting. The section council must have quorum present to vote.
- Contracts for service will be reviewed and signed by AAEM.

Leadership Roles

Chair

The Chair is the principal executive council member and shall preside over membership meetings of the Section and of the Section Council. The Chair is elected by the section membership and the term is one year.

The Section Chair shall also:

- Must be an AAEM member in good standing
- Attend the bimonthly Section Leadership Committee meeting
- Prior to the new term each year, provide the Board Liaison with Section purpose/mission and goals
- Provide open communication between the Section and Board Liaison.
- Set the date, time, and place of Section Council and Membership meetings and prepares the agenda with the assistance of the AAEM Staff Liaison.
- Maintain communication with Section members and Board Liaison
- Leads Section meetings and guides members through agenda items. Assigning members with “action” items that come from the meeting and ensures follow-up is done. Monitor progress of assignments and provide leadership to membership
- Develop work groups as needed to complete assigned objectives
- Ensure that Section members are invited/assigned to a work group to complete activities
- Promote leadership development by assigning increasing responsibilities to members who demonstrate potential
- Provide a written report to the AAEM Board prior to the Annual Scientific Assembly
- Perform other duties as prescribed by the Council or AAEM

Upon completion of the Chair term, the individual shall automatically ascend to the office of Immediate Past Section Chair.

Chair Elect

The Chair-Elect is elected by the section membership for a one year term. The Chair Elect is responsible for:

- Running and attending Section Council and Membership meetings in the absence of the Chair
- Assisting with managing the Section

- Promoting the AAEM mission by increasing Section membership through recruiting new members
- Developing valuable engaging member benefits for attendings.
- Attend the bimonthly Section Leadership Committee meeting
- Must be an AAEM member in good standing
- Upon completion of the term, the Chair-Elect ascends to the role of Section Chair.

Note: The CCMS Chair-Elect must be an active AAEM member and completed a Critical Care Fellowship at the time of application/nomination.

Secretary-Finance Chair

The Secretary/Finance Chair is responsible to:

- Oversee the finances and membership of the Section and attend Section Council and Membership meetings.
- Posting a short summary following Council meetings highlighting action, invitation and engagement items for members on MyAAEM and/or monthly newsletter.
- Engage Section members through developing valuable member benefits and communicating with members via MyAAEM, email, social media and other resources.
- Must be an AAEM member in good standing.

Note: The CCMS Secretary/Finance Chair must be an active AAEM member and completed a Critical Care Fellowship at the time of application/nomination.

Councilors

The number of Councilors are defined by the bylaws. Councilors are responsible to:

- Attend Section Council meetings (minimum 75% of meetings)
- Serve as the workgroup lead for one or more activities/initiatives and/or events
- Complete objectives by accepting task assignments and meeting deadlines.
- Participate in discussion and offer constructive criticism, as well as suggestions for future activities.
- Must be an AAEM member in good standing

RSA Representative

The number of RSA Representatives are defined in the bylaws. The role of the RSA Representative(s) is to:

- Attend Section Council & Membership meetings
- Assist with organizing webinars, networking and mentorship opportunities to recruit, engage, and sustain students and residents in the Section.
- Provide regular summaries and report-outs to the AAEM/RSA Board of Directors.
- Must be an RSA member in good standing

For CCMS and YPS, the representative is nominated by the AAEM/RSA Section Council and approved by the Section Executive Council. For EMS, EUS, JEDI, and WiEM the representative is nominated/elected by membership. JEDI and WiEM have two RSA Representatives.

Past Chair

The Past Chair

- Attends Section Council and Membership Meetings and Section Executive Council Meetings as an advisor.
- Advises the Chair and Executive Council of the Section (Executive Council members include Chair, Chair-Elect, Secretary Finance Chair and Board Liaison).
- Attend the bimonthly Section Leadership Committee meeting as an advisor
- Serves in a non-voting position and does not have the power to propose or second a motion, cast an official vote towards a quorum, or preside at a Meeting.
- Serves in a supporting role as a source of historical and institutional memory insights.
- Must be an AAEM member in good standing

AAEM Board Liaison

The Board Liaison is

- Appointed by the AAEM President and/or Executive Committee after the first board meeting at Scientific Assembly.

- Attends Section Council and Membership meetings and serves as a communication conduit between the Board and Section.
- Facilitate workgroup activities in an advisory role, especially when there is a need for Board of Director support or approval.
- Report on behalf of the Section when an agenda item arises that requires AAEM Board action.
- Available to the Section chair whenever assistance is required or advice is sought.
- Attend the bimonthly Section Leadership Committee meeting

Staff Liaison

The responsibility of the Staff Liaison is to

- Assist the Chair with managing administrative tasks, timelines and connecting with AAEM resources.
- Prepare draft meeting agendas for the Chair's review/edits and approval.
- Attend Section Council and Membership meetings and scribe official minutes for review.
- Prepare membership and financial reports prior to Council meetings and assist Secretary/Finance Chair with support materials.
- Assist with logistical support for Section activities.

Nomination & Election Process

Nomination Process

Any Section member may nominate another eligible member (including him or herself) for an open position on the Council, except for appointed AAEM/RSA representatives. To be eligible for nomination, the member must meet the requirements for membership in the section throughout the duration of the term for which he or she is nominated. Members of the Academy in their final year of fellowship training may not be nominated as an officer, but may be nominated for any other position for which they would otherwise be eligible as a member of the Section. Nominations may be made during a period that will end 60 days before the next Scientific Assembly.

In the event that no nominations are received for a particular position on the Council, the current Council may elect a member to that position by majority vote. Any member

appointed by the Council to a position must meet all requirements, which would otherwise be necessary for nomination to that position, except for the Immediate Past Chair. In the event that no positions are contested, the slate of uncontested nominations may be approved by the current Council by a unanimous vote without holding section-wide elections.

Elections

Voting in the general election will be undertaken online: one vote per person. Each voting member shall have one vote for each open position of Chair-Elect, Secretary/Finance Chair, and each open Councilor position, except for the position of AAEM/RSA representative or AAEM board liaison. Each open council position will be filled by the nominee receiving the most votes. An uncontested open position will be filled by the nominee regardless of the number of votes received for that position. Elections will be completed no less than 14 days prior to the start of the Scientific Assembly. In the case of a tie in the election of any Section position, a run-off election for the tied candidates will be held. The run-off election will begin at the discretion of the current Section Chair. Voting will be open for a 14-day period, otherwise following the same procedures as the general election. No changes to the official candidate statements will be allowed during this period. The newly elected officers and Councilors will take their positions at the Section Council's meeting at the Scientific Assembly. No officer or councilor may hold more than one position on the Council at a time.

For 2023, Nominations and Elections dates are:

- **January 3:** Nominations portal opens
- **February 28:** Nominations portal closes
- **March 25:** Election portal opens
- **April 10:** Election portal closes
- **April 25:** New officers assume leadership

AAEM Resources

Common Sense Article Submission Deadlines

Common Sense Article Submission Deadlines

Issue	Month	Copy Deadline
29-6	November/December 2022	October 1, 2022
30-1	January/February 2023	December 1, 2022
30-2	March/April 2023	February 1, 2023
30-3	May/June 2023	April 1, 2023
30-4	July/August 2023	June 1, 2023
30-5	September/October 2023	August 1, 2023
30-6	November/December 2023	October 1, 2023

Submit a Common Sense Article

Articles for consideration should be submitted at the link below. Authors should also complete the Common Sense copyright form. Questions? Contact Stephanie Burmeister at sburmeister@aaem.org

[CLICK HERE](#) to submit an article

Board Meeting Agenda Item Submission

The deadline to submit an agenda item for the AAEM board meeting is 30 days prior to the scheduled start of the meeting. Email the AAEM President (jsjonesmd@gmail.com) and Executive Director (mzagroba@aaem.org) to submit an item.

2022-2023 AAEM Board Meeting Schedule

[CLICK HERE](#) for the Board Meeting Schedule

Marketing Tool Kit

AAEM staff is looking forward to providing marketing support for your events and activities and created a tool kit with everything you need to know.

[CLICK HERE](#) for the Section Marketing Tool Kit

MyAAEM

MyAAEM is a platform for AAEM members to network with each other and discuss issues facing emergency medicine today. A forum's value and effectiveness online is determined by the rules and procedures it adopts and, more importantly, by how closely aligned they are with the particular needs and requirements of that forum, accounting for its subject, overall aims, and participants' discussions on different topics. Posts will follow the AAEM guidelines:

MyAAEM is NOT a mailing list. The forum is focused entirely on encouraging constructive debate on particular proposals. The norms and procedures adopted on mailing lists may not apply and should not be assumed.

- Comments will be required to be relevant to the topic at hand in order to remain public. Any decent conversation veers off course every now and again but the overall focus of forum posts must remain on the precise proposals under discussion.
- Abuse, slander, personal attack, or threats - personal, organizational, legal or otherwise – will not be tolerated under any circumstances.
- Posts not relating to AAEM or advancing the AAEM mission will be removed.

AAEM Merchandise / Lands End

Section leaders and members are encouraged to purchase AAEM wearables through a joint partnership with Lands' End <https://business.landsend.com/store/aaem/>. Section and AAEM logos have been approved by the board for these items.

Project Proposals

New initiatives not included in the current AAEM approved budget will need to have a proposal submitted to the Board for consideration. The project template must be used and submitted 30 days prior to the next Board Meeting.

CLICK HERE to access the AAEM Board Proposal Form (coming soon)

Board Reports

Section Chairs are required to submit at least one report to the Board of Directors for the in-person meeting held at the Scientific Assembly. Additional reports may be requested throughout the year by the President. The Board of Directors template should be utilized by the Chair of the Section.

CLICK HERE to access the Sections Update Report form (coming soon)

AAEM Office

National Address

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Fax: (414) 276-3349
Email: info@aaem.org
Web: www.aaem.org

Staff Roster



Missy Zagroba, CAE | Executive Director & AAEM/RSA Executive Director

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Contact with questions about: AAEM Board Activities, AAEM Physician Group, Policy and Procedures, AAEM Foundation, AAEM LEAD-EM, MEMC, AAEM Awards, and general questions regarding AAEM oversight. AAEM Resident and Student Association, Medical Student Council & Committees



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