




**POSNA**  
PEDIATRIC ORTHOPAEDIC SOCIETY  
OF NORTH AMERICA

# 2024-2028 Strategic Plan



 (630) 478-0480

 [posna@posna.org](mailto:posna@posna.org)

 [posna.org](https://posna.org)

 [orthokids.org](https://orthokids.org)

# The POSNA Strategic Plan focuses on key tenets that will support our success







## How POSNA will Stay Differentiated and Relevant:

- **Deeply Understand Member & Stakeholder Needs, Assess How They Want Communications and Content & What Problems to Solve**
- **Promote Friendly, Safe Culture Where Members Feel Known and Welcome**
- **Help Make Pediatric Orthopaedic Surgeons' Lives Easier by Supporting Career Advancement and Minimizing Burden at Work**
- **Focus on Commonalities Among Pediatric Orthopaedic Surgeons to Optimize Content Selection and Resource Deployment**
- **Deliver Cutting-Edge Research & Focus on the HOW**
- **Enhance Digital Offerings and the Experience**
- **Enhance Content and Research Dissemination to Clinicians, Care Teams, and Families**
- **Maintain & Develop Strategic Partnerships with Sister Societies Abroad and Domestic Subspecialty Societies and Study Groups**

# POSNA Strategic Goals



Goal	Description
 <p><b>Ensure POSNA is the Professional Home for Pediatric Orthopaedists</b></p>	<p>Ensure POSNA is an irreplaceable resource for <u>all</u> pediatric orthopaedists by providing valuable clinical and non-clinical offerings and opportunities for engagement throughout their career</p>
 <p><b>Advance the Specialty Through Education &amp; Research</b></p>	<p>Advance pediatric orthopaedics through high-quality, innovative, accessible education and impactful research</p>
 <p><b>Define &amp; Influence Quality MSK Care for All Children</b></p>	<p>Define, influence, and advocate for the quality and safety of children’s musculoskeletal care</p>
 <p><b>Optimize Effectiveness &amp; Organizational Sustainability</b></p>	<p>Enhance POSNA’s efficiency and effectiveness through diversifying revenue sources and optimizing operations</p>

# POSNA 2024-2028 Strategic Plan



**MISSION:** Advancing pediatric orthopaedics by promoting education, research, & quality care.

**VISION:** A world with optimal musculoskeletal health for all children.

## POSNA Goals & Strategies

### 1. Ensure POSNA is the Professional Home for Pediatric Orthopaedists



- 1.1. Provide Unmatched Value to POSNA Members
- 1.2. Advance Diversity, Equity, Inclusion, & Accessibility within POSNA & for the Profession
- 1.3. Support Leadership Development & Career Growth within Orthopaedics & at Work
- 1.4. Engage & Partner with Stakeholders Domestically & Abroad (Fellowships, Hospitals, Study Groups, Societies)

### 2. Advance the Specialty Through Education & Research



- 2.1. Deliver Comprehensive, High-Quality, Innovative Education for Clinicians & Families
- 2.2. Optimize the Access & Delivery Of Educational Content
- 2.3. Support & Distribute the Latest In Pediatric Orthopaedic Research & Increase Impact

### 3. Define & Influence Quality MSK Care for All Children



- 3.1. Leverage Partnerships to Advocate for Quality & Safety in Musculoskeletal Care for All Children
- 3.2. Define & Increase Adoption of Standards for Pediatric Orthopaedics
- 3.3. Enhance Quality Patient Care Through Measurement & Data Access
- 3.4. Communicate Advocacy Priorities & Disseminate Quality, Safety, & Value Resources

### 4. Optimize Effectiveness & Organizational Sustainability



- 4.1. Grow Revenue & Optimize Finances
- 4.2. Optimize Society Operations & Culture
- 4.3. Enhance Technology Infrastructure, Systems, & Tools

# What will be Realized from 2024-2028



<b>2024</b> <b>Achieve Quick Wins &amp; Build the Foundation</b>	<b>2025</b> <b>Solidify Plans and Initiate Implementations</b>	<b>2026</b> <b>Continue Realization of Planning Efforts</b>	<b>2027-2028</b> <b>Build on Momentum</b>
<p><b>We will capitalize on several quick wins:</b></p> <ul style="list-style-type: none"> <li>Improved leadership transparency</li> <li>Finalize DEIA plan</li> <li>Implement R&amp;P process improvements</li> <li>Enhance Career Center Tool and Proposal Central</li> <li>Roll out business plan processes with committees</li> <li>Define research priorities process</li> </ul> <p><b>And begin critical planning project to build the foundation for POSNA's future:</b></p> <ul style="list-style-type: none"> <li>Member experience &amp; journey research</li> <li>Quality improvement database research</li> <li>Funding / campaign strategy</li> <li>Industry strategy</li> </ul>	<p><b>Several critical plans will be approved:</b></p> <ul style="list-style-type: none"> <li>Industry plan</li> <li>Fundraising / campaign plan</li> <li>Tech platform assessment/recs</li> <li>Digital education strategy</li> <li>Members needs and experiences recommendations</li> <li>Partnership strategy and frameworks</li> <li>Defined education competencies &amp; blueprints</li> </ul> <p><b>And during this year POSNA will:</b></p> <ul style="list-style-type: none"> <li>Enhance mentorship and leadership programs</li> <li>Launch recruitment initiatives</li> <li>Start implementation of JPOSNA growth strategy</li> <li>Streamline technologies</li> <li>Launch partnership plan</li> <li>Launch plan to infuse standards into key recognition programs</li> <li>Launch POSNA Annual Report</li> </ul>	<p><b>2026 will see several key launches:</b></p> <ul style="list-style-type: none"> <li>Digital platform enhancements</li> <li>Research education</li> <li>Data and workplace success tools/resources</li> <li>Fundraising campaign launch</li> </ul> <p><b>We will communicate benefits and opportunities:</b></p> <ul style="list-style-type: none"> <li>Enhanced member benefits, leadership development, and new engagement opportunities</li> <li>Fundraising campaign opportunities</li> <li>Advocacy/standards/QSVI priorities</li> </ul> <p><b>Partners will see improvement:</b></p> <ul style="list-style-type: none"> <li>Enhanced industry experience</li> <li>DEIA partner opportunities</li> </ul> <p><b>And additional plans will be finalized:</b></p> <ul style="list-style-type: none"> <li>Additional insights collection recommendations for care team</li> <li>Learner-specific track strategy</li> <li>Statistical support recommendations</li> <li>New revenue opportunities</li> </ul>	<p><b>We will continue to expand content and optimize dissemination:</b></p> <ul style="list-style-type: none"> <li>Content will continue to be optimized and disseminated and learner-specific tracks will be implemented across education</li> </ul> <p><b>Enhance journal and data resources:</b></p> <ul style="list-style-type: none"> <li>JPOSNA will be indexed</li> <li>Membership to receive more data-collection resources</li> </ul> <p><b>Influence key advocacy issues, standards adoption, and provide tools</b></p> <ul style="list-style-type: none"> <li>Increased understanding of standards, advocacy, and research priorities and successes</li> <li>Additional QSVI tools</li> <li>Advocacy wins, standards adoption</li> </ul> <p><b>Continue to optimize operations and organizational sustainability</b></p> <ul style="list-style-type: none"> <li>New, revenue-generating offerings</li> <li>Leverage breadth of POSNA data to inform decisions</li> <li>Increase fundraising contributions</li> </ul>

<b>Ongoing</b>	<ul style="list-style-type: none"> <li>Continued innovation in education – relevant, incorporates latest content</li> <li>Tracking to optimize operations, improve accountability, monitor financial metrics, and measure strategic plan progress</li> <li>Member and insights about members, industry, other partners/stakeholders will be collected and integrated into offerings</li> <li>Our partnerships will be closely managed and cultivated to form mutually beneficial relationships</li> </ul>
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# POSNA 2024-2028 Strategic Plan



**GOAL 1: Secure POSNA as the Professional Home for Pediatric Orthopaedists:** Ensure POSNA is an irreplaceable resource for all pediatric orthopaedists and pediatric clinical care providers by providing valuable clinical and non-clinical offerings and opportunities for engagement throughout their career

## STRATEGIES & INITIATIVES

### 1.1. Provide Unmatched Value to POSNA Members

1. Understand, monitor, & respond to members' needs
2. Enhance member networking, collaboration, & volunteer opportunities across career stages
3. Enhance new member experience & engagement
4. Support members in their practices and institutions to ease workflow & burden
5. Communicate the value of POSNA to members

### 1.2. Advance Diversity, Equity, Inclusion, & Accessibility within POSNA & for the Profession

1. Implement the plan to integrate DEIA within POSNA organization & leadership
2. Communicate the plan and be transparent with goals / milestones with members and stakeholders
3. Partner with other organizations to advance DEIA within orthopaedics

### 1.3. Support Leadership Development & Career Growth within Orthopaedics & at Work

1. Provide a variety of pathways to contribute to and participate in POSNA leadership & communicate how to advance within POSNA
2. Continue mentorship and leadership development opportunities
3. Support member advancement within their workplace

### 1.4. Engage & Partner with Stakeholders Domestically & Abroad

1. Increase awareness & understanding of POSNA's value to health systems, fellowships, & institutions
2. Develop mutually beneficial partnerships domestically with pediatric organizations to unify the profession
3. Maintain alliance society relationships to increase knowledge sharing and member opportunities

## METRICS

- % Membership attendance at meetings by member type
- Viewership of JPOSNA
- Participation in Leadership / Mentorship Programs
- Number & Proportion of Members (and Lost Members) by Gender, Race, Ethnicity, Career Stage, Member Type

- Downloads of Resources and Tools to Support Workplace Success
- Career Center Tool Utilization
- Member Satisfaction
- Number of Mechanisms to Track Member Needs
- % Improvement in Leadership Transparency Scores in Member Survey

# POSNA 2024-2028 Strategic Plan - Milestones



**GOAL 1: Secure POSNA as the Professional Home for Pediatric Orthopaedists:** Ensure POSNA is an irreplaceable resource for all pediatric orthopaedists and pediatric clinical care providers by providing valuable clinical and non-clinical offerings and opportunities for engagement throughout their career

## STRATEGIES & INITIATIVES

### 1.1. Provide Unmatched Value to POSNA Members

#### 2024

- Start member journey assessment [Q4]
- Partnership research launched, initial opportunities identified [Q4]

#### 2025

- Updated member needs assessment [Q3]
- Community platform decision [Q2]
- POSNA value / benefits communication plan [Q4]
- Member needs research & experience recommendation [Q4]

#### 2026

- Launch member engagement strategy [Q1]
- Launch Communication Plan [Q1]
- Launch new tools / resources to support workplace success
- Identify and launch mechanisms to collect insights from ATs, APPs, Patients, Families, etc. [Q1-Q4]

#### 2027

- Needs assessment [Q3]

### 1.2. Advance Diversity, Equity, Inclusion, & Accessibility within POSNA & for the Profession

#### 2024

- DEIA plan finalized [Q3]
- Develop DEIA communication plan and metrics tracking / sharing to membership [Q4]

#### 2025

- Launch DEIA plan implementation [Q1]
- Communication of plan and metrics to membership [Q1]
- Updates to leadership & committee selection processes [Q2]
- Rollout of member recruitment initiatives [TBD]

#### 2026

- Implement partnership plans to advance DEIA in orthopaedics

#### Ongoing

- Reporting key metrics to members / committees

### 1.3. Support Leadership Development & Career Growth within Orthopaedics & at Work

#### 2024

- Career center tool updates [Q3]
- Create targeted communications plan to discuss POSNA leadership advancement [Q4]

#### 2025

- Recommendations and updates to IPOS Guided Growth Mentorship [Q2]
- Assessment and recommendations for leadership dev. Program [Q4]

#### 2026

- Implementation of leadership development program updates [Q1]

#### 2027

- Recommendations to support workplace career advancement [Q4]

#### 2028

- Launch tools/support for workplace career advancement

### 1.4. Engage & Partner with Stakeholders Domestically & Abroad

#### 2024

- Kick off partnership strategy development for study groups and societies

#### 2025

- Final partnership strategy frameworks and recommendations by society and study group [Q2]
- Launch partnership strategy communications to key stakeholders [Q3]
- Kick off partnership strategy implementation [Q2]

#### 2027

- Finalize communication strategy for health systems, fellowships, institutions [Q4]

#### Ongoing

- Maintaining mutually beneficial partnerships domestically with pediatric organizations to unify the profession
- Maintain alliance society relationships to increase knowledge sharing and member opportunities

# POSNA 2024-2028 Strategic Plan



 **GOAL 2: Advance the Specialty Through Education & Research:** Advance pediatric orthopaedics through high-quality, innovative, accessible education and impactful research

## STRATEGIES & INITIATIVES

### 2.1. Deliver Comprehensive, High-Quality, Innovative Education for Clinicians & Families

1. Identify POSNA learner competencies & build a comprehensive portfolio through addressing gaps in clinical topic areas for POSNA learners
2. Enhance learner-specific tracks through established educational opportunities (specialty, career stage, clinician type, health equity)
3. Monitor & develop content to cover the latest advancements, techniques, & delivery practices to enhance patient care
4. Continue to innovate & deliver relevant, valued live meetings

### 2.2. Optimize the Access & Delivery Of Educational Content

1. Increase ease of use & discoverability of POSNA digital content
2. Enhance digital content dissemination & availability for clinicians and families
3. Increase international clinician access to POSNA digital and live education through established partnerships

### 2.3. Support & Distribute the Latest In Pediatric Orthopaedic Research & Increase Impact

1. Identify POSNA research priorities & influence research direction
2. Build sustainable mechanisms and partnerships to support & increase research funding
3. Provide resources & secure partnerships to help authors to increase the quality of manuscripts & number of high-impact publications
4. Increase impact of JPOSNA & the dissemination of meaningful research

## METRICS

- Meeting Attendance / Session Attendance
- Engagement of Online Channels
- Journal Impact Rating
- Satisfaction Scores with IPOS, Annual Meeting
- Number of Stakeholders Adopting Tools (Downloads & Utilization)
- Qualitative Sessions / Feedback at Meetings (Sentiment Over Time)
- Institutions Applying for Grants
- JPOSNA Publications and Submissions
- Increase in Protected Research Funding
- 1-2 Co-Branded Grants
- Research Funding ROI: (e.g., Conversion of Grants to a Paper or Supported Additional Funding)



# POSNA 2024-2028 Strategic Plan - Milestones



**GOAL 2: Advance the Specialty Through Education & Research:** Advance pediatric orthopaedics through high-quality, innovative, accessible education and impactful research

## STRATEGIES & INITIATIVES

### 2.1. Deliver Comprehensive, High-Quality, Innovative Education for Clinicians & Families

#### 2025

- Defined pediatric competencies and blueprint [Q4]

#### 2026

- Portfolio assessment and recommendations to close content gaps by topic and format [Q2]
- Plan for learner-specific tracks through educational opportunities [Q4]
- Online content distribution strategy [Q4]

#### 2027

- Start implementation of learner-specific tracks [Q1]

#### Ongoing

- Integrating latest advancements and techniques into education
- Innovation of live-meetings to ensure relevance

### 2.2. Optimize the Access & Delivery Of Educational Content

#### 2024

- Global Help Agreement [Q4]
- Investigate translation opportunities [Q3]

#### 2025

- Digital platform assessment & recommendations (POSNA, OrthoKids, POSNA Academy) [Q2]
- Assess EPOSNA for 2030 [Q2]

#### 2026

- Additional translation opportunities executed [Q2]
- Website enhancements (navigation, search, content organization) complete [Q4]
- Digital content dissemination plan [Q4]

#### 2027

- Digital content dissemination implementation [Q1-Q4]

#### Ongoing

- Continue provision of discounted rates to low-middle income countries for live education

### 2.3. Support & Distribute the Latest In Pediatric Orthopaedic Research & Increase Impact

#### 2024

- Define approach for identifying and aligning on research priorities [Q4]
- Research and proposal process improvements and Proposal Central enhancements [Q4]

#### 2025

- Establish joint research partnerships, finalize research partnership strategy [Q2]
- Recommendations to increase JPOSNA submissions [Q3]
- Begin research partnership strategy implementation [Q3]
- Plan for research-specific funding campaigns [Q4]

#### 2026

- Launch research-specific funding campaigns [Q1]
- Recommendations for research statistical support [Q2]
- Provide education portfolio to support researchers (e.g., peer review training) [Q4]

#### 2027

- JPOSNA indexed [Q1]

#### Ongoing

- Define and communicate research priorities & how to apply [Q2-Q3]
- Define requirements for funding tied to publication and metrics [Q2-Q3]
- Communicate outputs of funding (e.g., publications) [Q3 – Start in 2025]
- Assess and communicate research partnerships [Q1-Q2 – Start in 2025]
- Partner with Elsevier to increase viewership, disseminate research, and grow submissions

# POSNA 2024-2028 Strategic Plan



 **GOAL 3: Define & Influence Quality MSK Care for All Children:** Define, influence, and advocate for the quality and safety of children's musculoskeletal care

## STRATEGIES & INITIATIVES

### 3.1. Leverage Partnerships to Advocate for Quality & Safety in Musculoskeletal Care for All Children

1. Define advocacy priorities & pursue common-ground, evidence-based issues
2. Continue partnerships & ensure POSNA representation with key society advocacy stakeholders
3. Continue to monitor & support local & national advocacy issues to improve the MSK care of children

### 3.2. Define & Increase Adoption of Standards for Pediatric Orthopaedics

1. Lead North America in defining quality standards for pediatric orthopaedics
2. Grow participation in the POSNA Safe Surgery Program
3. Increase awareness of standards to drive adoption to improve patient care

### 3.3. Enhance Quality Patient Care Through Measurement & Data Access

1. Identify and define measures for pediatric MSK care (e.g., PROMs)
2. Provide data collection & access mechanisms for hospitals, researchers, & clinicians to improve quality and advance the MSK care of children

### 3.4. Communicate Advocacy Priorities & Disseminate Quality, Safety, & Value Resources

1. Develop & execute a multi-channel communication strategy for advocacy, standards, & quality initiatives
2. Disseminate resources to support improvements in quality, safety, & value

## METRICS

- Number of Organizations Utilizing POSNA Standards in Hospital Recognition (e.g., USNWR, ACS / NSQIP)
- Number of Participants in PSSP
- Defined Advocacy Priorities & Initiatives Completed to Advance Priorities
- Integration of Advocacy & Quality Initiatives into POSNA Communications
- Quality Improvement Database (QID) Adoption /Participation (If Launched)
- PROMs Adoption
- Downloads /Utilization of Quality, Safety, & Value Resources

# POSNA 2024-2028 Strategic Plan - Milestones



**GOAL 3: Define & Influence Quality MSK Care for All Children:** Define, influence, and advocate for the quality and safety of children's musculoskeletal care

## STRATEGIES & INITIATIVES

### 3.1. Leverage Partnerships to Advocate for Quality & Safety in Musculoskeletal Care for All Children

#### 2025

- Identification of POSNA advocacy priorities [Q2]
- Advocacy partnership plan [Q2]

#### Ongoing

- Review of priorities [Q2-Q3]
- Advocacy partnership with societies
- Monitoring and supporting of national and local advocacy issues

### 3.2. Define & Increase Adoption of Standards for Pediatric Orthopaedics

#### 2024

- POSNA CPG approach [Q3]

#### 2025

- PSSP Strategy – growth, certification, vision, technical needs [Q2]
- Kick off PSSP strategy implementation [Q3]

#### 2026

- Plan developed to disseminate standards and increase awareness [Q4]

#### 2027

- Implementation of recommendations to increase standards awareness [Q1]

#### Ongoing

- Initiatives to grow participation in PSSP
- Increasing standards awareness
- Partnerships to increase POSNA's credibility in standards

### 3.3. Enhance Quality Patient Care Through Measurement & Data Access

#### 2024

- Kick off POSNA PROMs strategy
- Start research to understand hospital, researcher, system data / quality improvement database needs [Q3]

#### 2025

- POSNA PROMs strategy finalized [Q2]
- Quality improvement database business plan – include revenue potential, costs, scope, etc. [Q2]

#### 2026-2028

- Delivery of data collection resources and support

#### Ongoing

- Partnerships to increase POSNA's credibility in measures
- PROM definition, creation [2026 and beyond]

### 3.4. Communicate Advocacy Priorities & Disseminate Quality, Safety, & Value Resources

#### 2025

- Multi-channel advocacy, standards, and quality communication strategy created [Q4]

#### 2026

- Launch communication strategy [Q1]

#### 2027

- Dissemination of new resources for Quality, Safety, & Value [Q1]

#### Ongoing

- Annual updates to communication plan

# POSNA 2024-2028 Strategic Plan



**GOAL 4: Optimize Effectiveness & Organizational Sustainability:** Enhance POSNA's efficiency and effectiveness through diversifying revenue sources and optimizing operations

## STRATEGIES & INITIATIVES

### 4.1. Grow Revenue & Optimize Finances

1. Identify new offering & service revenue opportunities
2. Assess member & non-member pricing, offerings, & benefits
3. Develop & execute a comprehensive plan to grow POSNA contributions
4. Evaluate investment strategy
5. Increase financial transparency & effectiveness

### 4.2. Optimize Society Operations & Culture

1. Optimize organizational staffing & resourcing
2. Enhance governance processes & committee training
3. Optimize POSNA processes to enhance effectiveness
4. Build upon the strengths of POSNA culture & promote inclusivity, transparency, and accountability

### 4.3. Enhance Technology Infrastructure, Systems, & Tools

1. Implement tools & systems to eliminate manual processes & advance communication & collaboration in POSNA
2. Implement technologies to enable POSNA to deliver more personalized experiences & value
3. Collaborate effectively with vendors to enhance capabilities & optimize infrastructure & tools

## METRICS

- Fiscal Neutrality, Yearly Net Revenue, Performance vs. Budget
- % Contributions to POSNA Direct, Increase in Contributions
- Committee Applications
- Cost Improvement Opportunities Identified Annually
- Amount of Total Revenue from New Opportunities
- Meeting App Engagement
- 100% Compliance to Business Plan Approach for New Programs
- Annual Report Distributed

# POSNA 2024-2028 Strategic Plan - Milestones



**GOAL 4: Optimize Effectiveness & Organizational Sustainability:** Enhance POSNA's efficiency and effectiveness through diversifying revenue sources and optimizing operations

## STRATEGIES & INITIATIVES

### 4.1. Grow Revenue & Optimize Finances

#### 2024

- Business plan process launched to committees [Q3]
- Kick off industry strategy project [Q4]
- Kick off fundraising strategy project, select vendor/members [Q4]
- Financial transparency comms. plan including Annual Report [Q4]

#### 2025

- Kick off new revenue project [Q1]
- Assess financial needs/size of campaign [Q2]
- POSNA fundraising plan finalized [Q4]
- Industry strategy finalized [Q4]

#### 2026

- Launch industry strategy initiatives [Q1]
- Launch fundraising plan [Q1]
- New revenue opportunities plan [Q2]
- 2027 dues recommendations [Q3]

#### 2027

- At least one new revenue opportunity launched [Q4]

#### Ongoing

- Evaluation of investment strategy [Q3]
- Share POSNA Annual Report [Starts Q2 2025]

### 4.2. Optimize Society Operations & Culture

#### 2024

- Launch enhanced chair training [Q3]
- Staff succession plan [Q4]
- IPOS application updated to increase selection transparency [Q4]

#### 2025

- Communication plan to increase transparency around leadership, meeting faculty, and committee selection process [Q1]

#### 2026

- Create processes to track committee member engagement and improve accountability [Q2]

#### 2027

- Process recommendations and integration of POSNA data sources to enhance decision making [Q4]

#### Ongoing

- Assess organizational staffing and resourcing needs [Q3]
- Evaluation of committee structure [Q1-Q2]
- Annual Assessment of operational efficiency projects to tackle [Q3]

### 4.3. Enhance Technology Infrastructure, Systems, & Tools

#### 2024

- Launch project management system [Q3]
- Launch career center [Q3]
- Disaster recovery plan and cyber response protocols rolled out to staff [Q3]

#### 2025

- Work with vendors toward iMIS optimization, assess needs and provide recommendation [Q4]
- Implement cross-platform search for sites [Q4]
- Explore expanded use of Kentico [Q4]
- Identify streamlining opportunities for tools [Q4]

#### 2026


- Sponsorship registration process and tools enhanced to eliminate burden [Q2]

#### Ongoing

- Assess new tools and technologies to eliminate manual processes and increase efficiency
- Review and update disaster recovery plan / cyber response protocols [Q4]
- Conduct security audits [Q1]



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