TEXAS ORTHOPAEDIC ASSOCIATION

Established 1936

TOA's 2026 Leadership Conference

April 2026 | The Woodlands

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TOA + THS

Overview – Part 1

1. These Are Two Separate Organizations: "If You Have Two Quarterbacks, Then You have No Quarterback"

- The tragedy of the commons comes into play here.
- There is a reason why football coaches rarely rotate quarterbacks.
- The organizations have their own staffs and their own finances – potentially different visions. That is the biggest hurdle.

2. It's Not as Simple as Tapping Into Existing Space

- TOA does not have space to give up. THS would likely have to sign an additional contract with the hotel. (But it can be done.)

TOA + THS

Overview – Part 2

3. What Are the Goals of Each Organization?

- It is critical to clearly define the goals of each organization in terms of organization.
- Can the goals be met?

4. Does THS Want TOA to Manage the Meeting? Or Does THS Want to Tap Into Some TOA Resources?

- This presentation lays out two different scenarios.
- The sponsorship situation appears to be somewhat easy to understand.
- TOA attendees are TOA members; they have skin in the game for TOA's work. That requires further thought.

The Ultimate Question: What Is THS Seeking?

Scenario #1: A Fixed Amount

- THS determines a fixed amount of revenue that it must secure from this meeting.
- The revenue and expenses are calculated and mapped out to show how this will be generated.
- This is a ”TOA managing the meeting” scenario.

Scenario #2: Variable Revenue (A Larger Profit)

- THS attempts to seek as much revenue as possible from this meeting.
- Under this scenario, it is almost two separate meetings under the same roof, and both organizations go about their own business with some shared events.

What Is TOA Seeking?

Synergy

- Additional surgeons under one roof can bring more energy to the future of orthopaedics.

A Scenario That Is No Risk to TOA

- TOA's margins are extremely thin, and TOA has no room for financial error.
- Therefore, TOA is seeking increased synergy at no risk to TOA.

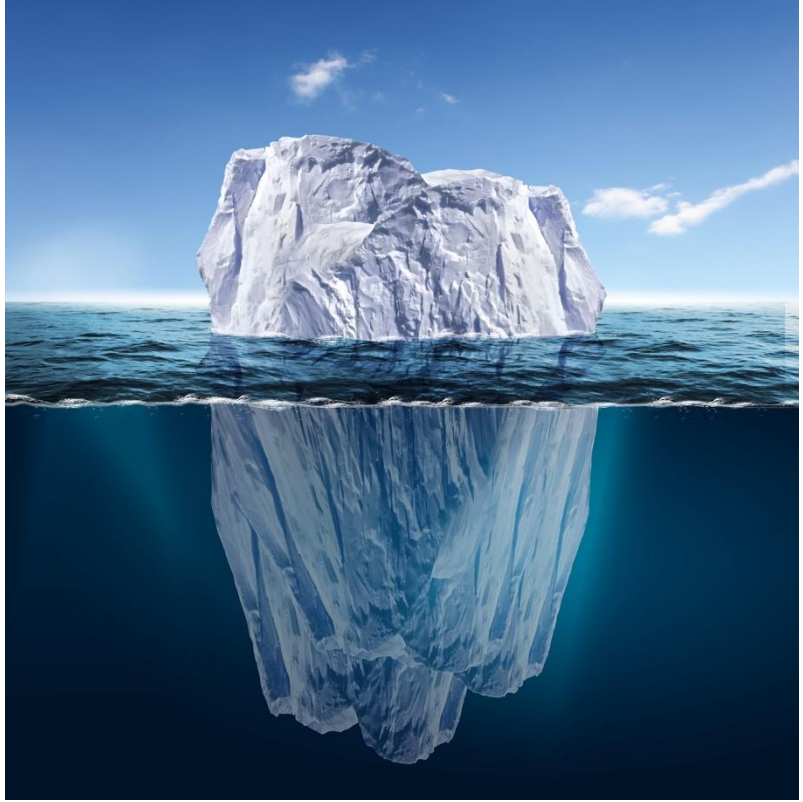
First, the Surprises

Hotels Meeting Expenses Will Surprise You

Greatest Concern for TOA

A Covid-Like Situation

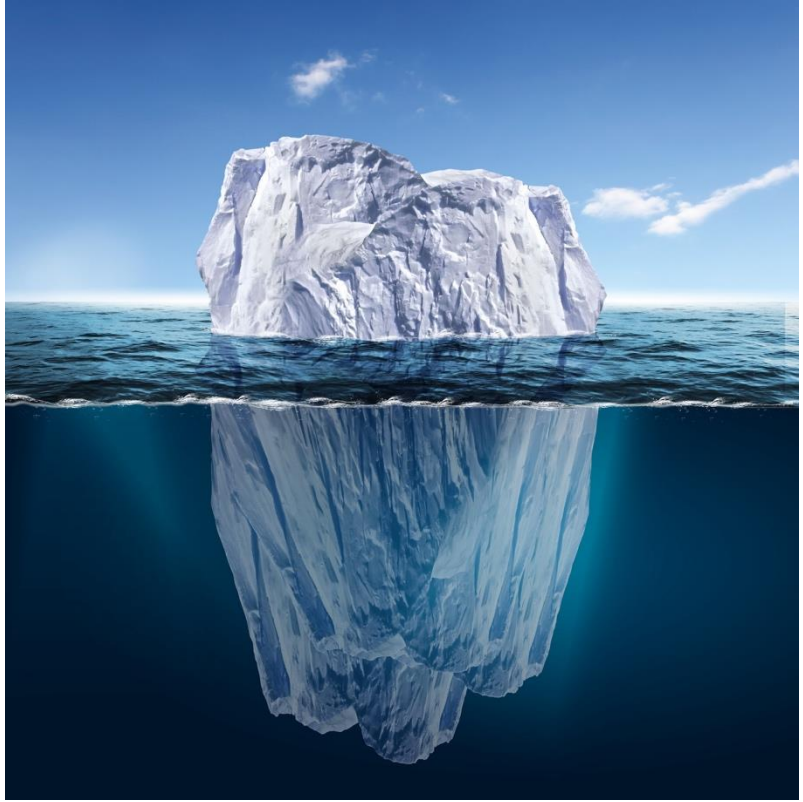
- TOA does not have the reserves to absorb a Covid-like cancellation.
- Just because you have event cancellation insurance does not mean that insurance will cover the cancellation. It has to be a very defined event to cover.



Other Concern for TOA

Deviating Away From its Narrow Focus

- The amount of work that helping to put on an additional conference may require could take TOA away from its narrow set of services, which TOA knows work.



Reality (The Surprises)

1. Meeting Space: It Comes at a Cost

- THS's meeting room + exhibit space room will require a new contract or addendum. The hotel won't simply give TOA new space.
- We have to hope that the hand society's preferred date/time is available.

2. F/B + Sleeping Room Commitments

- The hotel will require a food/beverage minimum + sleeping room commitments in exchange for space.
- The hotel is unlikely to waive either due to TOA's existing contract.

3. Sleeping Room Attrition: A Penalty

- Very few attendees will utilize your room block, which leads to an attrition penalty.

Reality (The Surprises)

4. Sponsors Don't Always Come Through

- There is an assumption that sponsors have unlimited dollars to sponsor conferences and that their verbal commitment is good.
- Until the check is in the bank, it's risky to make an assumption that the revenue will be delivered.

5. How Many Surgeons Are Actually Interested?

- How many surgeons are actually interested in an additional meeting?
- While a core group may express excitement, that excitement may not extend much further.

Hurdles

Overview

TOA & Texas Hand Society

The Goal: Incorporate The Two Meetings

TOA Benefit

Increase the number of surgeon attendees at the conference.

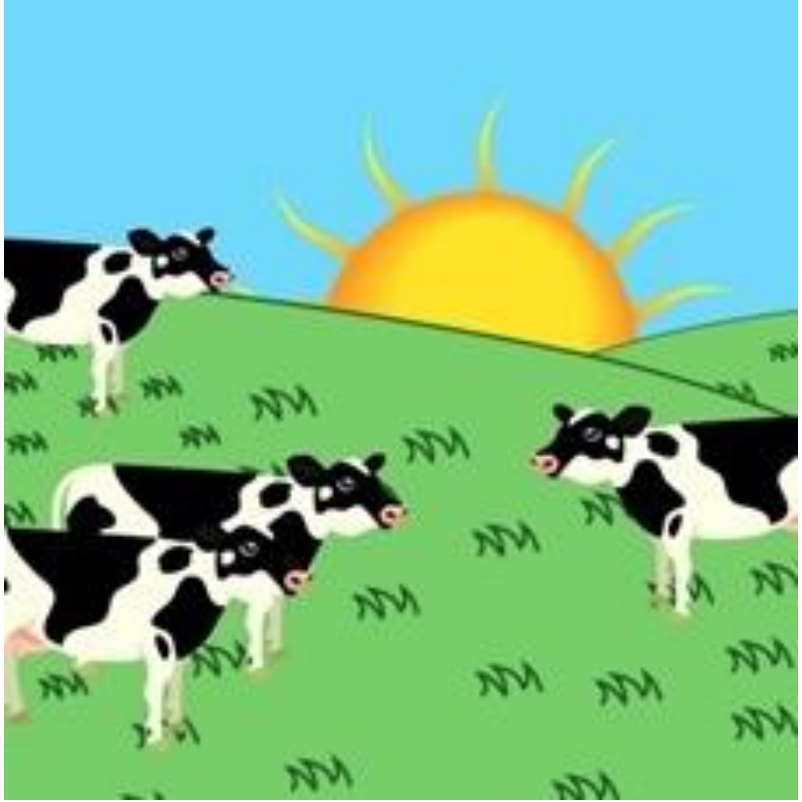
THS Benefit

Utilize TOA's infrastructure for its first meeting.

Joint Benefit

The meeting will feature more energy with more attendees.

Tragedy of the Commons



Tragedy of the Commons

The two entities are separate organizations with their own finances and staffs.

Can We Overcome the Tragedy of the Commons?

Economics 101 shows us that it can be very difficult for two entities to share the same “common area.”

A Tremendous Risk For TOA

TOA Operates on Tenuous Margins

A small deviation in terms of conference revenue or expenses can sink TOA's overall operating budget.

Verbal Commitments Don't Always Work out…

Numerous sponsors have pledged large verbal commitments to TOA in the past. We can only count on sponsor commitments when the payments are in hand, which need to be by September 2025.

TOA

Hurdles to Address: TOA

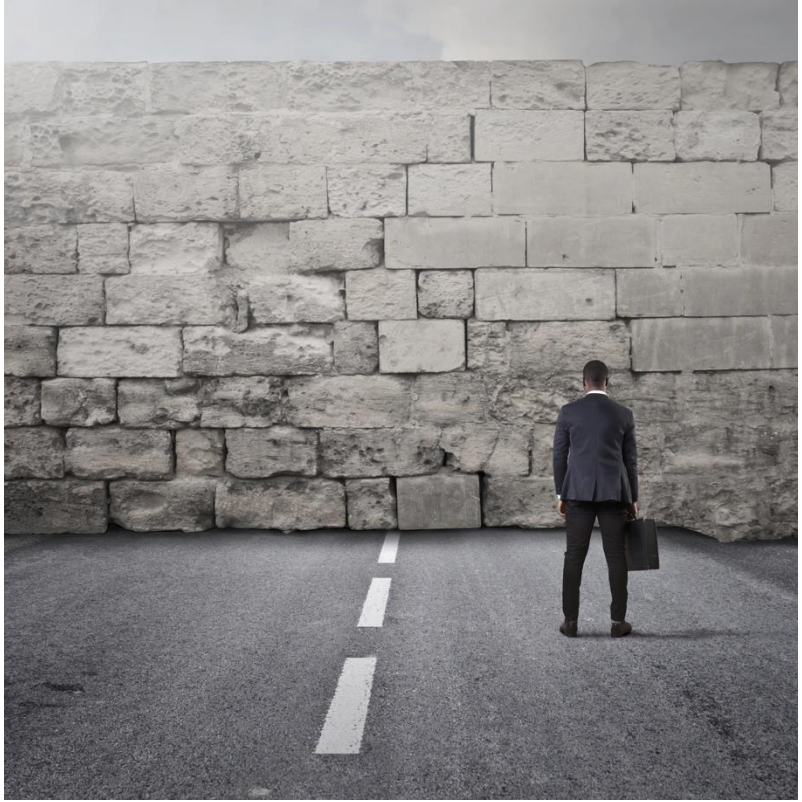
TOA's Financial Responsibility

The meeting will cost TOA over $120,000 as a TOA meeting alone. TOA features a financial formula to make this happen from a revenue and expense standpoint.

There is no room for error.

A Uniform Meeting

TOA takes great pride in the look of its meeting; from the name badges to the program syllabus, TOA executes the most professional look possible on its tight budget.



Texas Hand Society

Hurdles to Address: Texas Hand Society

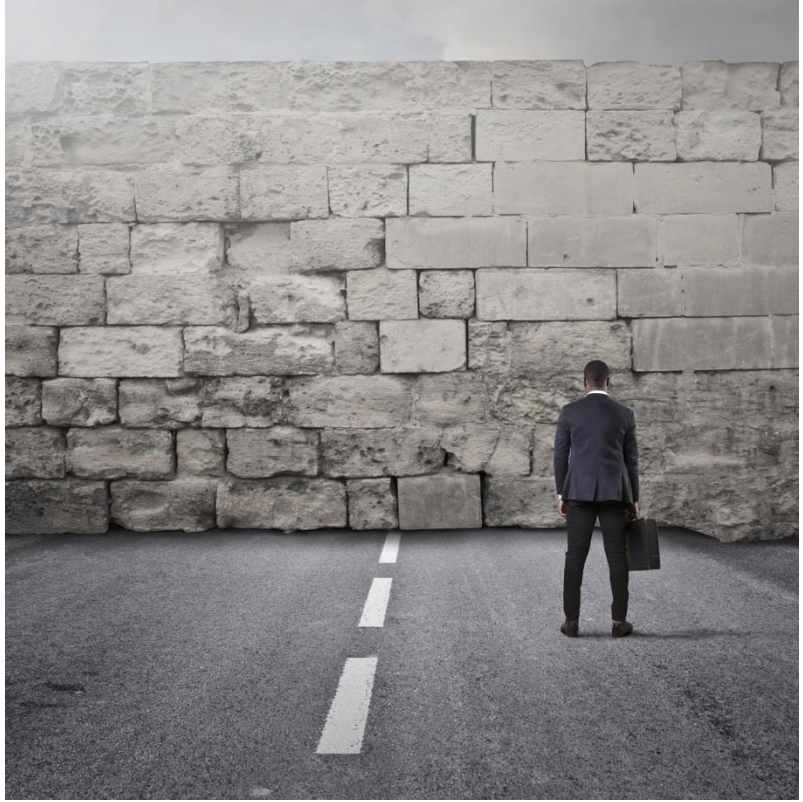
Conference Revenue Factored Into THS's Budget

THS has factored revenue from the conference into its overall operating budget. In addition, the executive director has been promised a commission from the conference.

Subsequent slides will lay out this issue.

Limited Event Space?

TOA's contract features limited space, and TOA has it all accounted for. Who will sign a new contract to add the additional space.



TOA & Texas Hand Society

Assessing Risk: Worst Case Scenarios

TOA's Worst Case Scenario

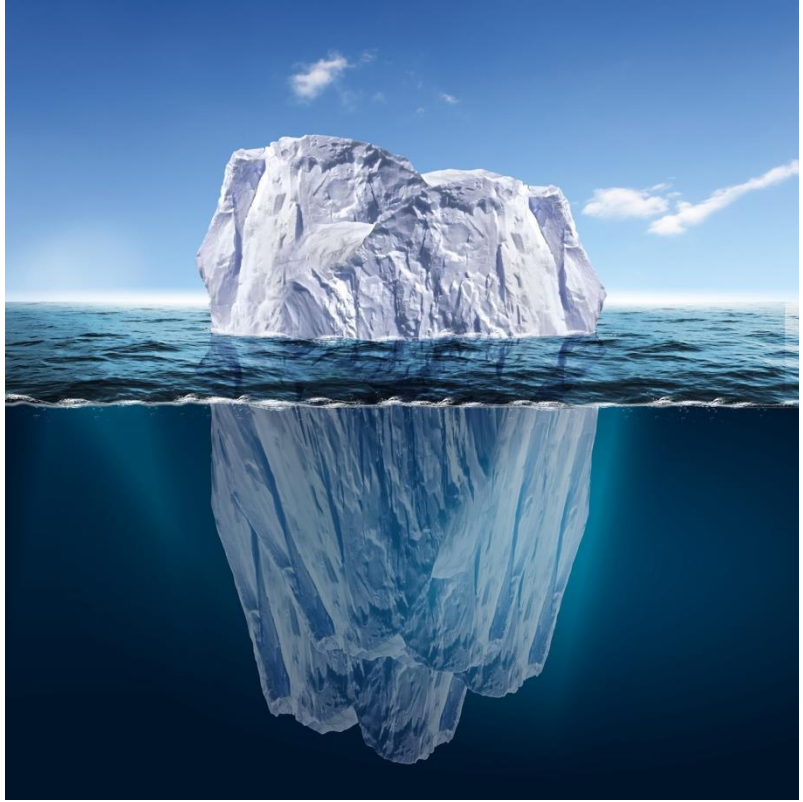
Revenue projections to cover additional costs to come through.

Specifically, verbal financial commitments from sponsors do not come to fruition.

Dangers for THS

Financial forecasting does not accurately account for the high overhead costs of a conference, such as hotel rental, etc.

More on this in subsequent slides.



What Does the Hand Society Need?

Questions to Answer

Texas Hand Society

Key Questions

1. Meeting Space

- When does THS want to hold its events?
- What will the format look like?
- What space will be necessary to meet THS's needs?

2. Sponsorships

- THS sponsors will likely need to be housed in their own exhibit area.
- TOA has some exclusive sponsorships, which must be considered. TOA cannot allow exclusive branding in the hotel, for example. Stryker will always have first right of refusal.

Texas Hand Society

Obstacle: Meeting Space

Obstacle #1: TOA's Meeting Space Is Limited

TOA has a limited amount of space for both its presentations and exhibit hall.

TOA does not have extra space to share. Therefore, the Texas Hand Society would likely have to sign a contract addendum with the hotel.

When Does THS Want to Meet?

A few meeting rooms may still exist in the hotel. Since THS is small, the meeting room can be small, and the exhibit space can be larger for exhibits and meals.

Texas Hand Society

Solution: Meeting Space

Friday: Join TOA's Talks

TOA's Friday talks are designed to pertain to all orthopaedic surgeons and practice administrators: "leadership topics" such as business, general clinical issues and public policy.

THS members could attend the Friday talks as a bonus. (Saturday morning will feature the same.)

Saturday: Exclusive Hand Society – Clinical

An extra room could be secured for THS's clinical talks on Saturday. (TOA will not wrap up its Saturday space until 11 a.m.)

Texas Hand Society

Obstacle: Sponsorships

Obstacle #2: TOA's Sponsorship Space Is Exclusive

TOA charges a lot for sponsorships to ensure that the meeting cost is covered. Therefore, TOA pays the utmost respect to its sponsors.

Some TOA Sponsorships Are Exclusive…

TMLT, for example, provides the lanyards for all attendees in exchange for its title sponsorship.

Product demonstrations are largely limited due to Stryker's very large sponsorship of TOA's Resident Skills competition.

Texas Hand Society

Solution #1: Sponsorships

Question #1: What Is THS Thinking on Sponsorships?

- Will it be limited to a dozen sponsors at a set price and that's it?
- What will their exhibit days/hours be? Are they okay in a separate hand society exhibit hall? (That will be the case).
- If THS's sponsors aren't around on Friday, then we don't have to worry about them taking food on Friday from the overall budget…

Question #2: What If We Have a Sponsor

TMLT, for example, provides the lanyards for all attendees in exchange for its title sponsorship.

Texas Hand Society

Solution #2: Sponsorships

Question #2: What If a Sponsor Wants to Sponsor Both Events?

- TOA has to charge a minimum of $5,500 for its sponsorships. TOA won't be able to provide a package deal due to TOA's limited space.
- Each organization would need to sell the sponsorships on their own.

Texas Hand Society

Heads-up: Exposure

Beware: The Two Different Sponsors Won't Have the Same Exposure…

- TOA's sponsors will be in the foyer, which will provide greater exposure to those sponsors.
- THS's sponsors would be in a separate room. To compensate, the hand society could offer its meals in the hand society exhibit hall for added exposure, conduct labs, etc.

Conference Management

How Does It Work?

2026

Two Financial Scenarios

Scenario #1: A Fixed Amount

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- The revenue and expenses are calculated and mapped out to show how this will be generated.
- This is a "TOA managing the meeting" scenario.

Scenario #2: Variable Revenue (A Larger Profit)

- THS attempts to seek as much revenue as possible from this meeting and remain independent.
- Under this scenario, it is two separate meetings under the same roof, and both organizations go about their own business with some shared events.

Texas Hand Society

Scenario #1: TOA Manages

TOA Manages Virtually All Aspects of Both Meetings

- This could eliminate some confusion.

THS's Role

- THS would develop its entire agenda.
- THS would play a key role in recruiting sponsors for THS. (Because TOA does not operate THS, and TOA does not market THS to industry, TOA will not be able to attract sponsors for THS.)
- THS would push hand surgeons to attend.
- Otherwise, TOA would handle all logistics to execute the meeting.

Texas Hand Society

Scenario #2: Two Separate Meetings

THS Taps Into Some of TOA's Resources

- See subsequent slides for what the hand society can tap into.

THS Responsible for Most Aspects of Its Meeting

- The hand society would be responsible for its contract and all expenses from its end.

Reimburse TOA for Some Expenses

- See subsequent slides for what TOA would need reimbursed.

Logistics

How Does This Meeting Work?

2026

Sponsorships

Two Different Exhibit Halls

- TOA's sponsors will be in the foyer, which will provide greater exposure to those sponsors.
- THS's sponsors would be in a separate room. To compensate, the hand society could offer its meals in the hand society exhibit hall for added exposure, conduct labs, etc.

2026

Audio/Visual

TOA Already Uses Its Own A/V Team

- TOA brings it its own a/v team from Missouri each year – lower cost than the hotel a/v team.
- Some costs can be shared – the hotel cost to bring in an outside team, the a/v team member's hotel room, etc.
- THS can pay for additional costs for its own use.

2026

Insurance

Cancellation + Liability Insurance

- Both lines must be carried for the conference. The total cost is approximately $3,500.
- TOA would have to talk to its insurance broker to determine if one policy could cover both events.
- The likely answer is that if THS signs its own contract with the hotel, each organization would need their own insurance product.

2026

Sleeping Rooms

Attrition Is a Problem

- For Texas events, few attendees utilize the sleeping room block. Most attendees are local, attend only for the day or choose other (lower cost) hotels.
- While TOA may sell out its room block one week before the conference each year, last minute cancelations end up bringing the room block closer to 85 percent, which can lead to the attrition penalty threshold.
- TOA is careful to book fewer sleeping rooms than it thinks that it actually needs.

2026

Photography + Video

Photography

- TOA places an emphasis on having its photographer at the conference. The photos are professional and extremely useful for marketing TOA in the future.
- THS can tap into TOA's photographer. (Extra cost for the hand society.)

Video Interviews

- TOA will use a professional filmmaker to interview orthopaedic surgeons at the 2026 conference.
- THS can tap into this resource (extra cost for the hand society).

2026

Coordinating F/B + BEOs

BEOs Before the Event + Coordinating F/B

- Creating the BEOs (food orders and setup) before the event is the most important aspect of the preparation.
- Ordering too much can lead to unnecessary cost overruns.

Scenario #2: Two "Separate Meetings"

- If THS is managing its own separate meeting, then TOA would not worry about the hand society's BEOs.
- However, if some hand surgeons decided to attend TOA's Friday events, then TOA would need to budget and be reimbursed for that food/beverage. THS sponsors would not be permitted to attend TOA events under scenario #2.

Branding

How Does the Conference Look?

2026

The Look

TOA Takes Great Pride in Its Branding

- TOA focuses on a clean, simple look that is professional.
- It is critical to TOA that any partnership complements TOA's look.

2026

The Brand: TOA 2026 Leadership Conference

The Program Syllabus

- TOA has already established a brand and logo for it's 2026 event.
- Does the THS schedule and pertinent CME items be included in TOA's program syllabus? Or is a completely separate syllabus developed?

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2026

Communications: Graphics & Marketing

Graphics

- TOA's graphic designer puts together the program syllabus and promotional marketing pieces (after Bobby Hillert designs them).
- THS can do their own thing, if they wish.

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Financial Forecasting

The Cost to Put on a Conference

Revenue: Two Streams

Sponsors

- TOA must count on ~ $180,000 in sponsorships to make the meeting work.

Registrations

- Yes, registrations are necessary for two reasons: put some skin in the game for attendees to show up and to offset some costs.

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Revenue

Registration: Considerations

TOA Membership Required for TOA Conferences

- TOA charges a low registration fee – ~$100 early discount – to TOA members. This is a carrot stick for TOA membership.
- Many orthopaedic surgeons within THS are not TOA members.

If the Two Groups Held a Meeting…

- This issue would have to be figured out.

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Sponsorship: Considerations

It Sounds Like THS Has It Figured out…

- It sounds like THS has its sponsorship plan figured out.

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TOA's 2025 Conference Expenses

Hotel

$28,557	Food #1
$22,027	Food #2
$33,300	Hotel Rooms (Residents)
$2,477	Meeting Rooms
$600	Bartenders
$724.46	Hotel Misc.

A/V

$17,250	A/V Team

Other

$4,500	Workshop Speaker
$2,000	Speaker/Staff Travel
$2,150	Insurance
$3,500	Resident Prizes
$2,500	Printing
$1,975	Graphics/Photography
$3,000	Video
$2,539	Marketing Mailer
$2,500	Unrecognized Expenses
$2,000	T-shirts, etc.

Total 2025 Meeting Expenses

$131,599

THS Scenario #1 (TOA Manage) Potential Expenses

Hotel

$?	Food – Unknown
$?	Meeting Room Rental?
$?	Hotel Misc. Costs

A/V

$?	A/V Team - Unknown

Other

$2,150	Insurance (or Percentage)
$1,000	CME
$?	Printing
$?	Graphics/Photography
$?	Video
$?	Marketing Mailer
$2,500	Unrecognized Expenses
$?	TOA Staff