MISSION
To promote safety and optimal outcomes for patients undergoing operative and other invasive procedures by providing practice support and professional development opportunities to perioperative nurses, and collaborating with professional and regulatory organizations, industry leaders and other health care partners who support the mission.

VISION
To be the indispensable resource for evidence-based practices and education that establishes the standards of excellence in the delivery of perioperative nursing care.

RESPECTED
RESOURCEFUL
RELEVANT
Dear partners in the AORN mission,

Perioperative nurses are respected, resourceful and relevant. They need to be. The profession demands that they think independently, while supporting a successful team. They must advocate for vulnerable patients, while working amidst forceful personalities and through turbulent times.

As the most highly respected U.S. professional association leading research on perioperative issues and practice, AORN is proud to support nurses’ essential work. Still, vast trends are reshaping the health care field. In 2014, we envision an organization – and a profession – that, amidst change, stands respected, resourceful and relevant.

**Respected:** AORN continually advocates for perioperative nursing through our work with state and national professional and regulatory organizations.

Perioperative nurses are on the front lines of patient safety, worker safety and patient satisfaction, and these increasingly measurable outputs tie directly to their hospitals’ reputation and revenue.

**Resourceful:** Doing more with less, nurses need easy-to-use educational content. AORN is building online courses, video, and interactive materials to help our perioperative members learn effectively and efficiently. Our goal with every educational product is to give nurses the resources they need to achieve excellence in quality and safety.

**Relevant:** To succeed in the new “value-based purchasing” health care environment, modern nurses must be fluent in the language and skillsets of leadership, health policy, system improvement, research and evidence-based practice, teamwork and collaboration.

AORN’s vision is to serve as the indispensable resource for evidence-based practices and education in perioperative nursing. Through our work, we establish the standards of excellence in the delivery of perioperative nursing care.

On behalf of AORN and its members, thank you for your collaboration, engagement and support.

Warmly,

Linda Groah MSN RN CNOR NEA-BC FAAN
Executive Director/CEO

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**Respected**

**Resourceful**

**Relevant**

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Linda Groah

*MSN RN CNOR NEA-BC FAAN*
For the 11th year, a Gallup poll reports the public found nursing to be the most ethical and honest profession.

And it’s no surprise why.

An estimated 74 million surgeries are performed each year in U.S. hospitals, ambulatory surgery centers and physicians’ offices. And by the side of every patient, as trusted advocates for their safety and optimal outcomes, are perioperative nurses.

Through the work of more than 160,000 perioperative nurses, in thousands of surgeries each day, AORN delivers on its mission to promote patient and worker safety and optimal outcomes.

Life imitates art, as Ramie knows.

For instance, when surgeons at Oschner Baptist Medical Center want to wear “lucky” skull caps - unwashed - to surgery, Ramie cites AORN’s Perioperative Standards and Recommended Practices for Surgical Attire and puts a stop to it.

“Just today, the materials manager pulled me aside and said, we can’t get doctors to stop wearing their own caps to the operating room; they don’t want to wear the paper caps,” says Ramie, a surgical staff nurse, noting the trend may have started on the television show Grey’s Anatomy.

“Every day, I view my work differently because I know there are higher standards set by AORN,” Ramie says.

What’s more, because she is currently earning an MSN in Health Care Systems Administration, Ramie regularly reads AORN Journal and peruses our website for academic source material.

“I’m always advocating that nurses join AORN,” adds Ramie, who is the New Orleans’ chapter president and treasurer of the Louisiana Council of AORN chapters. “I use my membership constantly. For me, it’s a one-stop shop.”

Meet...

Ramie K. Miller
BSN, RN, CNOR

Title: Surgical staff nurse
AORN chapter: President, New Orleans chapter 1902 and treasurer of the Louisiana Council of AORN Chapters
Workplace: Oschner Baptist Medical Center
Location: New Orleans, LA
Secret talent: Former actress and flight attendant
Bucket list: To combine nursing with travel, perhaps to work for Doctors Without Borders
AORN’s professional nurse experts collaborate with -- and influence -- regulatory and professional organizations worldwide.

Our staff experts join boards of directors, give educational presentations, publish articles, shape regulations, and write policies and procedures for health care partners who share our mission.

Across the U.S., AORN works with health care systems and perioperative professionals to promote continued awareness of Time Out for Every Patient, Every Time in June, Perioperative Nurses Week in October and Fire Safety Awareness Month in November. Through this work, we always emphasize safety and optimal outcomes for patients undergoing operative and other invasive procedures.

**Boards of directors**
- American Association for the Accreditation of Ambulatory Surgical Facilities (AAAASF)
- Malignant Hyperthermia Association of the United States (MHAUS)
- Accreditation Association for Ambulatory Health Care (AAAHC)
- Ambulatory Surgery Center Quality Collaboration (ASC QC)

**Committee memberships**
- Association for the Advancement of Medication Instrumentation (AAMI): Sterilization Standards Committee
- Association for the Advancement of Medication Instrumentation (AAMI): Protective Barriers Committee
- Facilities Guidelines Institute (FGI): Health care Guidelines Revision Committee
- Facilities Guidelines Institute (FGI): Steering Committee
- Centers for Diseases Control (CDC): Infection Control Practices Advisory Committee
- American Association for the Accreditation of Ambulatory Surgical Facilities (AAAASF): Quality Committee
- American Holistic Nurses Association (AHNA): Practice Committee
- Food and Drug Administration Preventing Surgical Fires Task Force (ASC QC): Technical Expert Panel
- (HRET): Extended Faculty Network
In collaboration with state nursing associations, national partners and member volunteers, AORN’s government affairs team monitors and responds to legislation and initiatives that affect perioperative nurses and patient safety in the operating room.

**Issues we track:**

**Registered nurse as circulator**
We believe that every surgical patient deserves a perioperative registered nurse circulator for the duration of any operation or other invasive procedure. We promote laws to ensure the supervisory presence of the registered nurse circulator in the perioperative setting.

**Registered Nurse First Assistant (RNFA) payment initiatives**
We work at the state level to advance laws that would require payers to reimburse for RNFA services on par with other non-physician providers. Our members also take broad-based national action to ensure that private payers continue to pay for first assistant at surgery services provided by RNFAs.

**Workplace safety**
AORN supports laws, actions and policies that reduce manual lifting of patients to create a safer environment for patients and workers.

**Health care reform**
AORN participates in the Centers for Medicare and Medicaid Services’ Partnership for Patients project. Partner hospitals are examining process redesign to deliver care more cost-effectively, and we bring resources, knowledge and toolkits to participating hospitals.

**Continuing competency in nursing**
AORN supports verification of nursing competency through requirements for continuing education and the maintenance of certifications. We work to ensure that the CNOR and CRNFA are recognized as verification of competency.

We have submitted written comments to the U.S. Health and Human Services and CMS supporting the use of safe surgical checklists as a mandatory reportable quality measure in the hospital and ambulatory surgery center settings. We also submitted written comments to HHS and CMS to support the development of nursing-sensitive measures such as patient satisfaction.
The AORN Foundation is our philanthropic arm. Funded by member contributions and industry grants, the foundation supports academic scholarships, professional development, research and patient safety initiatives.

Scholarships
The Institute of Medicine’s (IOM) Report on the Future of Nursing calls for increasing numbers of nurses to hold advanced degrees. In alignment, the AORN Foundation helps student nurses and perioperative nurses achieve advanced degrees. In 2013, 49 students received $130,000 in tuition support.

Professional development
To meet the needs of the complex health care environment, the IOM Report on the Future of Nursing also called on nurses to become lifelong learners. In 2013, the AORN Foundation awarded 300 professional development grants to help nurses attend conferences. It also supports organizations that help CNOR candidates prepare for the exam and helps individuals pay for the exam. To support nurses as they advance in their careers and grow comfortable with new technology, in 2013, the Foundation funded two, multi-city educational workshops as well as a series of events across the U.S. on nurse leadership.

Research
Infection prevention is a long-standing operating room challenge. To investigate breakthrough solutions, in 2013, the AORN Foundation gave Medical University of South Carolina $5,000 to develop an OR traffic study to assess the correlation between OR traffic and surgical site infections. Also during the year, it partnered with Cardinal Health Foundation to support a grant program promoting hospital efficiency, effectiveness and excellence.

Patient safety
In 2013, the AORN Foundation funded the development of a four-part series on infection prevention in the ambulatory setting and a webinar on Perioperative Standards and Recommended Practices for sharps safety. These resources are offered at no charge to members and non-members.
Always evidence-based, AORN educational products are designed to meet nurses wherever they are: as recent graduates or seasoned professionals. As educators or leaders. In the hospital or ambulatory setting. They are valuable for team training, self-education, mastery or attaining a credential.

Fundamentals, Periop 101 and Periop Mastery

New in 2013, AORN introduced the Fundamentals of Perioperative Practice, a course for pre-licensure nurses. This offers nursing students early exposure to techniques and practices in the operating room, helping streamline their entry into the profession.

For recent hires or nurses returning after time away from the operating room, we offer Periop 101: A Core Curriculum. Each of its 25 education modules reflects our peer-reviewed Perioperative Standards and Recommended Practices. With courses delivered online, Periop 101 works hand-in-glove with a clinical preceptorship.

Reflecting the growth in outpatient surgery, we also provide Ambulatory Periop 101: A Core Curriculum, which includes two modules designed specifically for the ambulatory surgery setting, as well as Periop 101: OB Core Curriculum for OB registered nurse circulators.

Once nurses have at least two years of experience, they may seek the CNOR, which is why we offer CNOR study preparation.

For experienced nurses, the Periop Mastery Program helps them review, verify and strengthen their skills and knowledge. This 15-module online program confirms comprehension, while identifying areas for review.

RESPECTED
RESOURCEFUL
RELEVANT
AORN’s publications are where all perioperative professionals, including 160,000 perioperative nurses, go for research, evidence-based standards and clinical guidance for ensuring safety and optimal outcomes for patients.

**Perioperative Standards and Recommended Practices**

AORN’s 32 Recommended Practices (RPs) are the core of the Perioperative Standards and Recommended Practices. The RPs define best nursing practices before, during and after surgery.

Whether in print or online, Perioperative Standards and Recommended Practices holds an essential place on every perioperative nurse’s desk or desktop.

**New formats**

As our users seek content in multiple locations and across multiple platforms, AORN is adapting. Now, members can get Perioperative Standards and Recommended Practices in print and electronic versions, including on their iPad or Android tablet and on their smartphone for individuals, and online for facilities that wish to provide access to all of their staff.

**Evidence rating**

Two years ago, we began rating and ranking the evidence that supports each RP document. In this comprehensive process, our advisory board and nurse authors perform literature searches to document the evidence behind each of our recommendations. The process helps readers know if evidence behind a recommendation is strong, moderate or limited.

Once evidence ratings are complete, we submit new and revised RP documents to the National Guideline Clearinghouse (NGC), a comprehensive electronic database administered by the Agency for Healthcare Research and Quality, a division of the US Department of Health and Human Services.

In 2013, the NGC accepted four additional RP documents:

- Safe Environment of Care
- Sterile Technique
- Sterilization in the Perioperative Practice Setting
- Prevention of Transmissible Infections in the Perioperative Setting

**New content**

Also during the year, a national team of experts wrote significantly new content for or created RP documents about:

- Sharps Safety
- Care of Patients Undergoing Pneumatic Tourniquet-assisted Procedures
- Environmental Cleaning
- Selection and Use of Packaging Systems for Sterilization
AORN Journal is the most widely read specialty nursing journal in the U.S. Since 1963, the award-winning AORN Journal has provided perioperative registered nurses with high-quality, peer-reviewed articles featuring clinical practice guidance and quality improvement initiatives, research studies, articles on implementing AORN recommended practices, management insights and strategies for nursing leaders, answers to frequently asked clinical questions and tools for educators to use in staff development.

Connections, the news section of AORN Journal, provides expert perspectives and in-depth coverage of perioperative news topics. With a blend of news and feature stories, Connections provides articles on hot topics and timely issues related to perioperative nursing practice.

In an effort to help with facility implementation of AORN’s recommended practices, in 2012, AORN Journal introduced RP summaries and implementation guides for each new RP. This year, we also added a “Back to Basics” column focused on reviewing and reinforcing the critical, foundational clinical skills such as hand washing and surgical scrubs, infection prevention, speaking up, and more.

Meet...

Maureen Hemingway
BSN, MHA, CNOR

Title: Clinical nurse specialist
Workplace: Massachusetts General Hospital
Location: Boston, MA
Secret talents: Baking cookies, photography, sewing
On the bucket list: Going to the Greek Islands

With three children at home and working full-time as an OR nurse manager, Maureen Hemingway got up early every Sunday for years to complete homework for her master’s degree in Health Administration.

Today, she reserves some Sunday mornings to write articles for AORN Journal.

As a clinical nurse specialist at Massachusetts General Hospital, she is responsible for the cardiac, thoracic, urology and gynecology services. As of the end of 2013, she had published three articles in the AORN Journal, with a fourth published in February 2014.

In April last year, when two pressure-cooker bombs exploded at the Boston Marathon, Mass General treated dozens of patients. Maureen considered the unique experience of treating mass casualty victims in a crisis. The result was her article, “Boston Bombings: Response to a Disaster.”

Her advice to wannabe authors: Just get started. Write an outline, one line for each paragraph. Pick a collaborator and meet once a week until it’s done.
Periop Insider, a weekly member e-newsletter, provides up-to-the-minute insights on federal regulation, state policy, work-life balance, operating room communication skills, best practices and implementing OR basics. Readers can stay abreast of state regulation, and read case studies about hospitals and perioperative nurses on the forefront of change. They also take pleasure in answering the “Question of the Week,” one of the most popular features.

Sent to all 44,000 AORN members, Periop Insider is opened and read every week by more than a quarter of members.

OR Executive Newsletter
This new monthly digital newsletter helps further the work of AORN’s Center for Nursing Leadership by providing management tips and strategies, as well as updates on the latest regulations and staffing ratios of special interest to OR nurse managers, directors and executives.
In 2013, we celebrated the 60th anniversary of AORN’s Congress. It is the largest gathering of perioperative professionals in the world and the largest surgical products tradeshow in North America.

**AORN Congress**

AORN Congress is a place where new and veteran perioperative nurses from around the country gather to hear the latest news about evidence-based practices.

It’s also a warm, fun-filled experience that allows nurses to share experiences with colleagues and friends, old and new.

With expert speakers, hot topic discussions and in-the-trenches case studies, the AORN annual conference is the indispensable source of education about evidence-based practices that promote patient safety and lead to optimal outcomes.

In 2013, the 60th AORN Congress was held in San Diego and generated more than $20 million in revenue for the surrounding area.

**2013 Statistics**

- 4,830 perioperative professionals attended from 2,401 hospitals and facilities from 47 countries.
- 100+ sessions awarded continuing education credits and covered education topics on 12 tracks.
- 4,669 industry exhibitors represented 473 technical, recruiting and scientific companies.
Perioperative nurse leadership and operating room management require skill, experience and training. When faced with a top-level vacancy, human resources professionals can search for months to find the right perioperative nurse leader. AORN Works helps by providing interim nurse leaders who have the experience to optimize perioperative team performance for health care facilities.

As a subsidiary of our organization, AORN Works can find the most qualified and talented perioperative candidates and place them in perioperative nurse leader positions – vice president, director, manager and nurse educator roles.

Since it was founded, AORN Works has placed hundreds of nurse leaders in interim staff positions with hospitals throughout the U.S.

Meet...

Meaghan Mugleston
RN, CNOR

Title: Full-time student at the University of Texas Health Science Center, San Antonio U.S. Army reservist
ORN chapter: Evergreen, WA
Location: San Antonio, TX
Secret talent: A triathlete
Bucket list: Working with Rotoplast International, which does cleft palate international missions

At 28, Meaghan Mugleston has seen more severe trauma patients than AORN members with five times her experience. As a U.S. Army nurse working in Germany, she cared for U.S. soldiers with both blunt force and penetrating wounds.

“I have a special place in my heart for service members,” she says, yet it’s not just compassion that motivates Meaghan.

The qualities that guide high-performing soldiers attract Meaghan to the operating room: teamwork, the multidisciplinary setting and high standards.

“I like that it’s one patient at a time,” she said, “And I like the feeling of always being able to provide the right standard of care.”
The AORN Center for Nursing Leadership provides resources to help nurses apply their OR knowledge and expertise to the regulatory, quality, and revenue issues under discussion in the C-suite and board room.

**Empowered, confident OR nurse leaders**
The CNL programs promote and assure staff competency, high quality care and safety, and a high level of patient satisfaction.

**One-day educational sessions**
In 2013, we delivered AORN management expertise to nurse leaders via 20 one-day sessions in cities across the nation. Topics included health care reform, financial viability and how to conduct a performance review. Daily sessions were rich with networking opportunities, so that nurse leaders could meet their peers in neighboring facilities.

**Webinars**
The Center offers the same speakers as in our day-long sessions, but posts their presentations online so that members everywhere can access content, anytime.

**OR Exec newsletter**
This new monthly digital newsletter helps further the work of AORN’s Center for Nursing Leadership by providing management tips and strategies, as well as updates on the latest regulations and staffing ratios, to OR nurse managers, directors and executives.

Meet...

**Lynn Costello**
*RN*

**Title:** Supervisor, operating room

**Workplace:** Beth Israel Deaconess Hospital

**Location:** Plymouth, MA

**Secret talent:** At 52 years old, she can still stand on her head. And she doesn’t use a wall!

**Bucket list:** Slowing down enough to dream about what she wants to do in the future.

When Lynn Costello stepped up from staff nurse to supervisor a year ago, she brought a bundle of assets to the job. She had 27 years of perioperative experience. A former preceptor and educational facilitator, her feet were firmly planted in evidence-based clinical practice.

Still, “the feeling of culpability” that came in spades caught her off guard. “Everything is both my fault and my responsibility,” she says. “Going from a staff nurse to a leadership position is a big transition.”

AORN’s one-day program for nurse leaders was the perfect place for Lynn to learn new skills. “I have always found AORN to be an invaluable resource for my clinical and professional support, and I knew right away it would be a very helpful program.”

Lynn enjoys knowing every day that she’s done a good job. But in management, there often aren’t ‘report cards’ for achievement. “I want to appear solid, strong and forthright, but that’s not always the sign of a good leader,” she says. “It’s knowing the effect you have on other people, knowing when to step back and listen.”
AORN Career Center’s online job and candidate matching service is the preferred career center of operating room nurses. Built by AORN professionals, it is the best place for employers to find experienced perioperative nurses and for nurses to find the facility, salary and position that will build their professional future.

For nurses considering their next career move, our Career Center offers abundant resources to help guide decision-making:

**Salary survey**
Published annually in AORN Journal, this tool summarizes salary averages according to education, experience, certifications and geography. A perioperative nurse can use this tool to compare their individual information and see the “average salary” for their position.

**Webinars**
The Center offers 11 half-hour webinars on career topics such as, “How to Create a Competitive Advantage in Today’s Job Market.”

**Nursing Success TV**
New in 2013, this popular online advice and case study video features answers to commonly asked career questions.

**One-on-one career coaching**
AORN provides free personal career coaching to interested conference attendees.

**Career Pathway**
This interactive tool shows the steps to becoming, and advancing as a perioperative nurse.

**Professional resume writing**
Career professionals review, edit and update job-seekers’ resumes to make them relevant in today’s job market.
Every year, more and more surgeries and other invasive procedures take place in free-standing surgical facilities. Responding to the unique needs of perioperative registered nurses who work in these settings, our new Ambulatory Surgery Division offers face-to-face events, educational resource toolkits, webinars, ambulatory-specific guidance for implementation of the Perioperative Standards and Recommended Practices (RPs), and, in 2014, Journal content specifically for ambulatory surgery nurses.

**ASC Resources**

**Ambulatory tool kits**

Focused on a specific topic, tool kits provide training resources such as slideshows, roles and responsibilities outlines, scenarios and posters. Some have been provided by the Accreditation Association for Ambulatory Health Care, Inc. (AAAHC) via a link on the AORN website. Free to members, many of AORN's tool kits are particularly applicable to the ambulatory setting.
Perioperative documentation for the electronic health record

The AORN Syntegrity perioperative documentation solution for the EHR, provides a standard language for nurses to clearly document the perioperative patient care experience in the electronic health record (EHR). By improving communication, the Framework enhances patient safety. It is the only evidence-based perioperative documentation solution, strengthened by AORN’s Recommended Practices, national perioperative standards and the Perioperative Nursing Dataset (PNDS) Version 3. The Framework has a robust procedure list, coded and built with usability in mind, which supports scheduling, clinical documentation and coding for reimbursement.

In 2013, AORN released version 2.0, refining the practical tools and expertise that ensure enhanced patient outcomes. Currently, some 44 health care systems use EHRs that integrate the AORN Syntegrity Solution. In coming years, AORN will partner with a data warehouse provider to house de-identified patient data generated by the Framework. AORN’s goal is to use this data to generate benchmark outcomes and clinical quality reports.

Meet...

Stephanie L. McKoin
RN, BSN, MPAHSA, NEA-BC

Title: Administrative director of Perioperative and Anesthesia Services
Workplace: Lancaster General Health
Location: Lancaster, PA

“All the Recommended Practices are integrated into Syntegrity and we report safety and quality data to so many different professional organizations,” she says. “Syntegrity will help us with all of that.”

So as the magnet facility’s 40 operating rooms went live with EPIC OpTime in November, Lancaster General Health became the first EPIC client to implement Syntegrity. What’s more, a nurse from Lancaster General now serves on the AORN Syntegrity task force.

Stephanie, the administrative director of Perioperative and Anesthesia Services, sees three mega-trends affecting the operating room. One: the need to benchmark perioperative quality and outcomes with like facilities. Two: more mandatory reporting. Three: performance-improvement projects driven by national safety and quality organizations.

The Syntegrity framework, updated every year, will help her organization stay on top of those trends.

“When you look at CMS, the CDC, or the Surgical Care Improvement Project, the organization they are talking to is AORN,” McKoin said. “With all the unknowns in health care, to have a platform in tune with what our leaders are discussing in Washington helps position us for success.”
Facebook, LinkedIn and Twitter

Efforts to keep patients and workers safe through all phases of surgery extend beyond hospitals and ambulatory surgery centers. Perioperative nurses also meet in social networks to offer encouragement to one another, share ideas, discuss clinical practices, and to celebrate successes that result from their incredible commitment to the profession. AORN is honored to be a part of the conversation.

As advocates for perioperative nurses, AORN celebrated National Time Out Day and Perioperative Nurse Week with campaigns that helped us reach approximately 150,000 perioperative professionals. When asked to share their “proud moments” and what matters most to them in their careers and practice, here are a couple of stories nurses shared with us:

“Being a perioperative nurse has given me so many proud moments and a tremendous sense of fulfillment. One very special moment was early on in my career, while on the CV team. We got called in for an emergency, to re-do MVR. The patient was a non-English speaking gravida 8, para 7! We prepared the room for a C-section and MVR. We delivered the baby, a beautiful little girl and then proceeded with the MVR. It was a very long day, but at the end we were able to care for both mother and baby with positive outcomes. I was able to see both of them before discharge, what a beautiful family, one I will never forget. Thank you to all of my mentors, you have helped shape the nurse I am today. Happy Perioperative Nurses Week!”

-- Missi Merlino, MHA, RN-BC, CNOR (Temple, TX)

“My proudest moment in my 12 years in the OR is when I was one of the seven nurses who started our operating room 3 years ago. The opportunity to start a new OR from zero is once in a lifetime. When we opened our doors to patients in December 2010, we only had two functional OR’s. Now after 3 years, we are proudly serving our community in West Houston with 9 OR’s with two more opening by end of this year! All my hard work, blood, sweat and tears (of joy) have paid off. … I couldn’t be more proud!”

-- Rachel Miller Abanilla, BSN, RN, CNOR (Houston, TX)
In 2013, the Association continued healthy growth. Revenues increased from $20.5M to $21.2M, a 3.4% annual growth and record high. AORN’s education products, Congress and membership were the key factors for this growth.

Net income in 2013 marked the fifth consecutive year of positive earnings (the strongest five consecutive years of profits in the history of AORN). The combination of revenue growth, management of expenses and great appreciation from AORN’s investment portfolio contributed to the strong net income figure. Finally, AORN has reported nine out of the last ten years of positive net income.

Historically, Congress (national conference) accounts for the largest funding (37%) of AORN revenues. In 2013, the event was in San Diego, attracting more than 4,800 nursing professionals and 473 exhibiting companies.

In 2013, membership grew for the fourth consecutive year. Membership ended the year at 44,469, the largest year-end figure since 1995.

Education continues to be one of the cornerstones for AORN’s goals. In 2013, the growth of this area was based on the success from the Periop 101 program (25 module online education program to educate novice perioperative nurses), and new face-to-face courses geared toward nurse managers, and other online courses.

In 2014, the Affordable Care Act, changes in member demographics and technology will be challenges for the Association. AORN will, however, continue to use its surplus in funds, talented employees (in 2013, AORN was awarded one of the Top Employers in the Denver Post) and its partnerships with organizations to achieve another successful year.