

**BYLAWS OF THE
MILITARY ORTHOPAEDIC
TRACKING INJURIES AND
OUTCOMES NETWORK (MOTION)**

17 March 2024

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1. Introduction

a. Mission

The mission of MOTION is to advance the field of musculoskeletal injury outcomes research within the military context. We are committed to providing superior patient outcomes that reflect the perspectives of both patients and surgeons. To achieve this mission, MOTION dedicates its efforts to:

- i. Establishing a sustainable Department of Defense (DoD)-wide enterprise system that exemplifies excellence in the collection, validation, and evaluation of patient-reported outcomes alongside surgeon assessments.
- ii. Fostering equitable research partnerships to fill critical gaps in military-relevant musculoskeletal injury (MSKI) research, thereby enhancing outcomes that profoundly impact service members and the Military's operational readiness.
- iii. Upholding a commitment to excellence that enables surgeons to prioritize patient-centric, value-based care, integrating best clinical practices into all aspects of MSKI management.

b. Vision

MOTION envisions becoming the leading authority in advancing military musculoskeletal research, recognized for significantly improving military-specific and clinically relevant outcomes. Our vision is to:

- i. Champion enhanced military health and readiness and improved quality of life after military service through preeminent research and knowledge dissemination.
- ii. Influence the field of MSKI outcomes research to address the primary causes of disability, non-deployable status, and separation within the United States Military.
- iii. Strive for excellence in optimizing return to duty rates and times, reducing long-term physical impairments, supporting career longevity in the military, and ensuring a high quality of life for service members post-service.

c. Background

Recognizing musculoskeletal conditions as a significant challenge to global health and a primary contributor to disability, particularly in military settings, MOTION identifies the urgent need for a focused approach to these conditions. Acknowledging that:

- i. MSKIs are responsible for the most considerable number of hospital stays, surgical interventions, and non-battle related medical evacuations in the military, leading to a notable impact on readiness and service member career longevity.

- ii. A DoD-wide, evidence-based system is essential for the comprehensive collection, validation, and analysis of patient-reported outcomes and provider assessments to improve MSKI care quality and ensure military readiness.
- iii. The absence of rigorous outcome measures tailored to the military population, coupled with a lack of data-driven assessments, has historically hindered improvements in clinical care quality and the development of cost-effective care models.
- iv. As an agent of change, MOTION embodies a data-driven research initiative that aligns with the Defense Health Agency's Quadruple Performance Plan, aiming to improve readiness, better health, better care, and lower cost by leveraging innovative research partnerships and a patient-centered care approach.

2. Organizational Structure

a. Steering Committee

i. **Chairman**

1. Provides overall strategic direction for MOTION in alignment with the mission and vision statements.
2. Serves as the primary liaison between MOTION and external stakeholders, including SOMOS, the Department of Defense, and other relevant organizations.
3. Energizes stakeholders and maintains sustainable relationships to foster innovative research and development.
4. Chairs meetings, sets agendas, and leads the strategic planning process.

ii. **Deputy Chairman**

1. Assists the Chairman in all duties and stands in for the Chairman when they are unavailable.
2. Oversees the internal coordination of the Steering Committee and ensures effective collaboration across all sections.
3. Leads efforts in harmonization and alignment of MSKI research within the network.

iii. **Program Manager**

1. Manages the day-to-day operations of MOTION.
2. Ensures projects and initiatives are progressing and meeting their objectives.
3. Coordinates with Section Leaders to facilitate research efforts and outcomes tracking.

4. Manages the submission and approval process for data requests and research projects.

iv. Members

1. Participate in the development and implementation of policies and procedures.
2. Collaborate with MTFs to expand and support the MOTION network.
3. Contribute to the selection and dissemination of research findings.
4. Monitor and review the quality and progress of ongoing MOTION research efforts.

b. Section Leaders

- i. Provides expertise and leadership within their specific area of MSKI.
- ii. Identifies opportunities for research and collaboration within their section.
- iii. Coordinates with the Program Manager to align their section's research with MOTION's strategic goals.
- iv. Oversees the collection and analysis of outcomes data within their area, ensuring data integrity and relevance.
- v. Develops and implements new clinical practice guidelines (CPGs) relevant to their specialty.
- vi. Works with the Steering Committee to ensure the dissemination of research findings and best practices.
- vii. Engages in community outreach to educate and inform about advances and outcomes in their specific area of MSKI.
- viii. List of section leaders:
 1. Shoulder
 2. Hand & Elbow
 3. Hip
 4. Knee
 5. Foot & Ankle
 6. Spine
 7. Joint Reconstruction
 8. Trauma
 9. Service Academy (1 each, USMA, USNA, USAFA)
 10. Rehab

c. Advisory Committee

- i. Provides counsel to the Steering Committee on strategic matters, leveraging their external perspectives and expertise.

- ii. Advises on the latest trends, technologies, and best practices in orthopaedic surgery and outcomes research.
- iii. Assists in reviewing the rigor and relevance of MOTION's research projects and outcomes.
- iv. Participates in evaluating and suggesting improvements to MOTION's policies and procedures, particularly those affecting clinical practice.
- v. Offers insights into civilian sector advancements that could be integrated into military practice.
- vi. Contributes to the development and review of MOTION's educational materials and public communications.

3. Governance Procedures

a. Meetings

- i. **Frequency:** The Steering Committee shall meet at least once per month. Section Leaders and the Advisory Committee should meet quarterly or more frequently as deemed necessary by the Chairman.
- ii. **Quorum:** A quorum for the Steering Committee shall consist of 51% of its voting members. For issues that require voting, steering committee members will have up to 24 hours after the meeting to submit their vote. No decisions shall be made unless a voting quorum is present.
- iii. **Minutes:** Minutes of all meetings shall be recorded by the Program Manager or a designated member, detailing the discussions, decisions, and actions to be taken. Draft minutes should be circulated to all members within one week following the meeting for review and correction. Finalized minutes shall be approved at the next meeting and then archived for future reference.
- iv. **Response:** Steering committee members shall respond to requests from the chair, deputy chair, program manager, and other steering committee members within 1 week.

b. Amendments

- i. **Proposal of Amendments:** Proposals for amending the bylaws can be initiated by any member of the Steering Committee and must be submitted in writing. Amendments will then be presented at the next scheduled monthly steering committee meeting.
- ii. **Voting on Amendments:** Amendments shall be circulated to all members of the Steering Committee via email for voting. An

amendment shall be considered approved if at least 75% of the committee members vote in favor.

c. Membership

i. Governance Bodies

1. Steering Committee

- a. **Nomination Process:** Nominations for new members can be proposed by any current member of MOTION. Each nomination must be accompanied by the nominee's consent and a brief statement outlining their qualifications and willingness to serve, contained within Appendix A - Nomination Form.
- b. **Terms of Service for Chairman and Deputy Chairman:** The Chairman and Deputy Chairman shall serve a term of three years following their election. There is no limit to the number of terms the Chairman and Deputy Chairman can serve, subject to re-election.
- c. **Unlimited Terms for Members:** Committee members, excluding the Chairman and Deputy Chairman, may serve an unlimited term, allowing for consistent expertise and leadership within MOTION.
- d. **Membership Requirement:** All committee members, with the exception of the Program Manager, must be either active-duty military personnel or DoD/Civilian employees of the U.S. Government. The steering committee shall maintain a majority active-duty membership. This will ensure that the committee is closely aligned with current military operations and culture.
- e. **Committee Size:** The committee shall consist of no more than 10 members, not including the Chairman, Deputy Chairman, and Program Manager, to maintain a focused and effective decision-making body.

2. Section Leaders

- a. **Nomination Process:** Current committee members can nominate individuals for Section Leader positions. Nominees are required to submit a statement of intent and qualifications, contained within Appendix A - Nomination Form.

- b. **Membership Requirement:** All Section Leaders must be active-duty military personnel or DoD/Civilian employees of the U.S. Government to ensure direct alignment with military medical operational needs and culture.
- c. **Unlimited Terms:** Section Leaders may serve unlimited terms, offering continuity and long-term expertise in their respective specialty areas.

3. Advisory Committee

- a. **Nomination Process:** Members of the Steering Committee can nominate individuals for the Advisory Committee. Nominees should be experts in their field with a willingness to contribute to the objectives of MOTION. Please see Appendix A - Nomination Form.
- b. **Civilian Requirement:** Members of the Advisory Committee must be civilians, providing an external perspective to the military context of MOTION.
- c. **Terms:** Advisory Committee members shall serve 2-year terms. Extensions may be granted with a repeat nomination from the steering committee. There are no limits to the number of terms that may be served to allow sustained external insights and expertise.
- d. **Voting:** Advisory Committee members shall not have voting authority.
- e. **Committee Size:** The Advisory Committee is limited to 10 civilian members to ensure a focused and manageable group size.

ii. Voting for Membership

- 1. **Quorum Requirement:** A quorum for voting on new committee membership shall be a simple majority of the committee members. For email voting, participation by more than 50% of the committee members is required to meet the quorum.
- 2. **Email Voting:** Voting on nominated members shall occur via email. A timeframe of 14 days from the date of the email ballot distribution will be established for committee members to submit their votes.
- 3. **Voting Period Closure:** The voting period shall officially close after 14 days have passed since the ballot was

distributed. All votes must be submitted within this period to be considered valid.

4. **Majority Vote:** A simple majority of the quorum participating in the email vote is required for a nominee to be elected as a member of the committee.

- iii. **Removal from Membership**

1. **Grounds for Removal:** A committee member may be removed from their position for cause by a majority vote of the full committee, provided that a quorum is present for the email voting process. Causes for removal include, but are not limited to, failure to fulfill duties, misconduct, or inability to participate actively.
2. **Removal Process:** The member facing potential removal shall be notified in writing and given a chance to respond to the committee before the voting period on their removal begins.

- d. **Dispute Resolution**

- i. **Internal Resolution:** In the event of a dispute, the parties involved shall first attempt to resolve the conflict internally through mediation by a designated impartial member of the Advisory Committee.
- ii. **Escalation:** If internal resolution is unsuccessful, the dispute shall be referred to an external mediator agreed upon by both parties.
- iii. **Binding Decisions:** The decision made by the external mediator shall be binding on all parties involved, subject to review only under the policies set forth by the DoD for military organizations.
- iv. **Record of Dispute:** A record of the dispute and its resolution shall be kept and filed with the minutes of the meetings to ensure transparency and for future reference.

4. Establishment and Management of MOTION Sites

- a. **Starting a MOTION site**

- i. **Initial Request:** Entities interested in establishing a new MOTION site must submit a Startup Form, available in Appendix C, detailing their capacity for data collection, patient management, and research integration.
- ii. **Evaluation:** Submissions are evaluated on criteria including infrastructure, personnel qualifications, and alignment with MOTION's objectives.

- iii. **Approval Process:** Upon preliminary approval, a detailed assessment is conducted by MOTION administrators to ensure site readiness.

b. Request Process

- i. **Submission:** Requests for initiating a MOTION site are to be submitted through the designated channels, providing comprehensive information as per the guidelines in the Startup Form.
- ii. **Review:** The request is a two-way process involving a thorough review by the MOTION Steering Committee and may require additional information or clarification.
- iii. **Decision:** Final decisions on the request will be communicated to the applicant, including any conditions or modifications required before launch.

c. Training and Education

- i. **Pre-Launch Training:** Training sessions are held for all staff at the new MOTION site, covering enrollment, data management, patient interaction protocols, and research compliance.
- ii. **Ongoing Education:** MOTION provides continuous education opportunities to ensure staff remains updated on the latest protocols, technologies, and research developments.

d. Day-to-Day Operations

- i. **Operational Guidelines:** Sites must adhere to operational guidelines that outline daily procedures, patient data management, and quality control measures.
- ii. **Performance Monitoring:** Routine assessments are conducted to monitor the performance of sites, ensuring adherence to the standards set by MOTION.
- iii. **Support:** The MOTION Program Manager provides ongoing support and resources to facilitate smooth operations at each site.

e. Closing a MOTION Site

- i. **Closure Initiation:** If a site is to be closed, a Closure Form (see Appendix D) must be completed, outlining the reasons, patient transition plans, and data preservation strategies.
- ii. **Post-Closure Obligations:** Closed sites are obligated to maintain the confidentiality of data and patient information as per DoD regulations and HIPAA requirements.

5. Data Storage

a. Storage of Data

Data collected by the MOTION program, including clinical data and patient-reported outcomes, are stored securely within the DHA's CarePoint system, CAMP (Clinical Assessment Management Portal). This portal is designed to facilitate self-service business intelligence, collaborative efforts, and transparent content delivery to enhance healthcare quality, access, and delivery within the MHS.

- i. **Infrastructure:** The MOTION program utilizes the DHA CarePoint CAMP system as a centralized repository for the collection and management of patient data. The data are housed within the MHS Information Platform (MIP).
- ii. **Security Compliance:** The portal adheres to stringent DoD cybersecurity policies and HIPAA regulations to protect patient privacy. It features a multi-tiered security structure, including CAC-enabled access and role-based user permissions.

b. Ownership of Data

- i. **DoD Property:** All data within the MOTION program is owned by the Department of Defense. MOTION, as an entity utilizing this data, does not hold ownership but acts as a steward within the parameters set by the DoD and DHA.
- ii. **Rights and Responsibilities:** MOTION is granted the right to use, analyze, and manage the data within the scope of its mission to improve MSKI care and research, subject to DoD guidelines.

c. Data Sharing Agreement with DHA

- i. **Data Access:** MOTION's access to the data within MHS Information Platform (MIP) is established through a formal data sharing agreement, which specifies the guidelines for data utilization in alignment with DoD regulations and the mission of MHS. Please refer to Appendix E - DHA Data Sharing Agreement Request Form.
- ii. **Collaboration and Transparency:** The agreement underlines a cooperative model, ensuring that MOTION's use of data supports broader healthcare improvement goals and maintains transparency in its operations.

d. Survey Portal (CAMP) Security

- i. **CAC-Enabled System:** Utilizing DISA's Integrated Authentication System for secure sign-on.

- ii. **Access Control:** Users must be granted specific access to the portal to enter.
- iii. **User Authentication:** Additional authentication is required via CHCS login credentials to safeguard patient privacy.
- iv. **Role Management:** Facility administrators have the authority to assign or revoke user roles, such as providers, clerks, non-PHI access, administrative roles, and more, to maintain the integrity of data access.

6. Publications & Presentations

a. Overview

MOTION supports the dissemination of knowledge through publications and presentations. Such activities not only contribute to the scientific community but also reinforce MOTION's position as a leader in musculoskeletal injury outcomes research.

b. Research Proposals

- i. **Submitting a Proposal:** Investigators seeking to use MOTION data must submit a detailed Research Proposal using the MOTION Data Request Form from Appendix F.
- ii. **Review Process:** The proposal will be reviewed by the appropriate section leader. If approved by the section leader, it will be sent to the steering committee for final approval. No response from steering committee members indicates approval. If there are any concerns from any steering committee member, the proposal shall be discussed at the next steering committee meeting for a formal vote.
- iii. **Voting Procedures:** Research proposals presented at the monthly Steering Committee meeting must receive approval from at least 51% of committee members to proceed.

c. Regulatory Approvals

- i. **Compliance Requirement:** Research not covered under a Broad IRB Protocol requires separate regulatory approvals, ensuring adherence to all relevant ethical guidelines.

d. Accessing Data

- i. **Data Request:** Investigators must submit a Data Request to the Program Manager and the appropriate Section Leader using the MOTION Data Request Form (Appendix F), clearly stating the intent and scope of the data required.

- ii. **Timeline:** The timeline for processing data requests will be communicated upon submission, accounting for the complexity of the request and the analyst's capacity.

e. Publications

- i. **Submission for Publication:** Prior to submission to a journal or other publication mediums, a completed Publication Review Form from Appendix G is required.
- ii. **Voting and Timeline:** The publication will be reviewed by the appropriate section leader. If approved by the section leader, it will be sent to the steering committee for final approval. No response from steering committee members indicates approval. If there are any concerns from any steering committee member, the publication shall be discussed at the next steering committee meeting for a formal vote with a 51% approval needed to proceed. The review process can take up to four weeks.

f. Presentations

- i. **Request for Presentation:** Requests for presentations which include abstracts, podium presentations, and poster presentations, must be accompanied by the relevant abstracts and materials and submitted for review.
- ii. **Voting and Timeline:** Presentation requests require only section leader review and approval.

g. Authorship Criteria

- i. **Primary Authorship:** Granted to those with substantial contributions to the research, as per standard academic guidelines. Refer to Appendix H, Authorship Criteria for more details.
- ii. **Corporate Authorship:** Applied to collaborative efforts, denoting MOTION as the collective author in line with attribution norms. Refer to Appendix H, Authorship Criteria for more details.

h. Documentation

- i. **Record Keeping:** All approved publications and presentations must be logged in Appendix J, the Publication/Presentation Log. This log serves as an official record of MOTION's research dissemination activities.

7. Grants & Funding

a. Overview

MOTION actively seeks grants and funding opportunities that support and advance its objectives in musculoskeletal injury outcomes research and

patient care. These resources are vital for sustaining and scaling up MOTION's activities.

b. Submitting a Request for Grant

- i. **Proposal Preparation:** Submitters must craft detailed grant proposals that articulate the research objectives, expected outcomes, and budget requirements. Each proposal should clearly demonstrate how the project aligns with MOTION's strategic goals.
- ii. **Documentation:** A complete Grant Review Form, provided in Appendix I, must accompany each proposal to facilitate the assessment of the project's merit and potential impact.

c. Voting Procedures

- i. **Review Process:** Grant proposals will be reviewed first by the appropriate section leader. They will then be presented at the next monthly steering committee meeting by the section leader. This voting process ensures that funded projects have the support of the majority of the committee and are in line with MOTION's mission.
- ii. **Voting Procedure:** Grant proposals presented at the monthly Steering Committee meeting must receive approval from at least 51% of committee members to proceed.

d. Timeline

- i. **Initial Drafting:** Investigators should begin preparing their grant requests well ahead of known funding deadlines, ensuring ample time for internal review and feedback.
- ii. **Section Leader Review Period:** MOTION Section Leaders will conduct a preliminary review of the grant request within two weeks of submission to provide feedback or request additional details.
- iii. **Committee Review:** Proposals will be reviewed at the next scheduled monthly Steering Committee meeting following the section leader review.
- iv. **Funder Submission:** Approved proposals will be submitted to external funders in accordance with their submission deadlines.
- v. **Outcome Notification:** Investigators will be informed of the grant decision based on the funder's notification schedule.

8. Ethics

Ethics underpin every facet of MOTION's activities, ensuring that all research, interactions, and decision-making processes adhere to the highest standards of

integrity and transparency. This section delineates the organization's stance and procedures regarding research misconduct and conflicts of interest.

a. Research misconduct

Research misconduct is defined as fabrication, falsification, or plagiarism in proposing, performing, reviewing, or reporting research results.

MOTION is committed to fostering an environment where honesty and integrity in research are upheld above all.

- i. **Prevention:** MOTION requires all members, irrespective of their role, to undergo periodic training in research ethics and integrity.
- ii. **Reporting:** Any suspicions of research misconduct should be confidentially reported to a designated officer or committee within MOTION.
- iii. **Investigation:** Upon receiving a report of misconduct, an impartial investigation committee will be convened to review the evidence and conduct a thorough investigation. This committee will consist of members not involved in the alleged misconduct to ensure impartiality.
- iv. **Consequences:** If research misconduct is confirmed, the consequences will range from retraction of published work, notification to affected parties, disciplinary actions against the individual(s) involved, and in severe cases, referral to legal authorities.

b. Conflicts of Interest

A conflict of interest occurs when an individual's personal interests, financial or otherwise, could potentially interfere with or influence the individual's decision-making, actions, or responsibilities to MOTION.

- i. **Disclosure:** All members of MOTION, including Steering Committee members, Section Leaders, and Advisory Committee members, are required to disclose any potential conflicts of interest upon joining and annually thereafter. Please refer to Appendix B - Conflict of Interest Form.
- ii. **Management:** The Steering Committee will review disclosures to determine if a conflict exists and, if so, how it will be managed, reduced, or eliminated. This may involve recusal from specific decisions or activities.
- iii. **Transparency:** MOTION commits to maintaining a public record of declared conflicts of interest to ensure transparency and accountability.

- iv. **Monitoring and Compliance:** Continuous monitoring and annual reviews will be conducted to ensure compliance with MOTION's conflict of interest policy. Non-compliance or failure to disclose relevant conflicts of interest will result in disciplinary actions, which may include suspension or termination of membership.

9. Appendices

- a. Nomination Form
- b. Conflict of Interest Form
- c. Startup Form
- d. Closure Form
- e. DHA Data Sharing Agreement Request Form
- f. Research Proposal – MOTION Data Request Form
- g. Publication Review Form
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