



The achievements of the AO Foundation drive the focus of this fourth section. When J&J's acquisition of Synthes was completed in early January 2012, a major new chapter of the AO Foundation had to be navigated. The era from 1984 to 2011 was, at times, turbulent but as it came to an end it appeared to be the right moment to pause and reflect on what had already been accomplished over the course of AO's history (in this chapter).

A review of the AO organization as a whole is included, as is a discussion of the various components that constitute today's organization. Several elements and bodies of the AO are covered separately, such as the TK System, and the Institutes, which are devoted to a number of key activities (Chaps. 43–45). This will provide a sense of the governance structure that defines the AO as it celebrates its 60th anniversary.

Two chapters highlight the Foundation's continuing innovation activities—both those that are closer to the existing mission and others that are expanding into new fields and new geographies (Chaps. 48 and 49). Of particular importance in this respect are chapters dealing with the overall global impact of the AO Foundation. Interpreting the impact of the AO in a broader sense is deliberate, in an effort to go beyond what might normally be associated with the term 'foundation.' Several types of impact are identified, including health economics and AO's industrial impact. Also covered is the AO Foundation's wealth creation, including discussion of a 'wealth of all kinds', which is not limited to only economic or financial wealth (Chap. 50). Finally, there is a review of the AO's philanthropic effects and of individuals associated with the Foundation. A review of the honors showered upon the AO and its founders closes the section (Chap. 52).