

HORIZON SUMMER 2015 : 2014 ANNUAL REPORT

## Leading the Way

HOSPITAL  
FOR  
**SPECIAL  
SURGERY**



FOCUS

CONNECT

IMPACT

## A Beacon of Value

TOUCH

Mobility and physical function are essential components of a person's identity. When age or injury slows us down, where should a person go to get care and attention that will repair their body? A rapidly changing healthcare landscape may leave patients concerned they won't receive the compassion, excellence in treatment, and value that we all deserve.

It's not that the world isn't filled with claims of good care. Everyone today is bombarded with information about healthcare choices. So much so, that the picture can seem all the more convoluted. It's easy to end up feeling misguided and wonder if the answers to critical healthcare-related questions are being obscured.

In this shadowy landscape, HSS is a beacon of value and confidence for those we serve.



OUTCOMES

Meeting the challenges  
of healthcare today

SAFETY

EFFICIENCY



## HOPE

It isn't easy to earn the right to be the leader in orthopedics and rheumatology. There are challenges in the environment, including:

**Outcomes:** Patients want to get back to their lives and their full function. And they don't want it to take any longer than necessary.

**Safety:** Patients want to face the lowest possible risk of infection and other complications.

**Attentive care:** The hospital experience should leave patients feeling cared for — not only during their stay, but in the preparations for it and all the way through discharge and recovery.

**Cost-effectiveness:** No one wants to be hit with costs or even procedures that could have been avoided.

**Lifestyle-oriented care:** Patients need support in recovering, as well as in preventing future injury. And they need that support to extend beyond hospital walls into their lives.

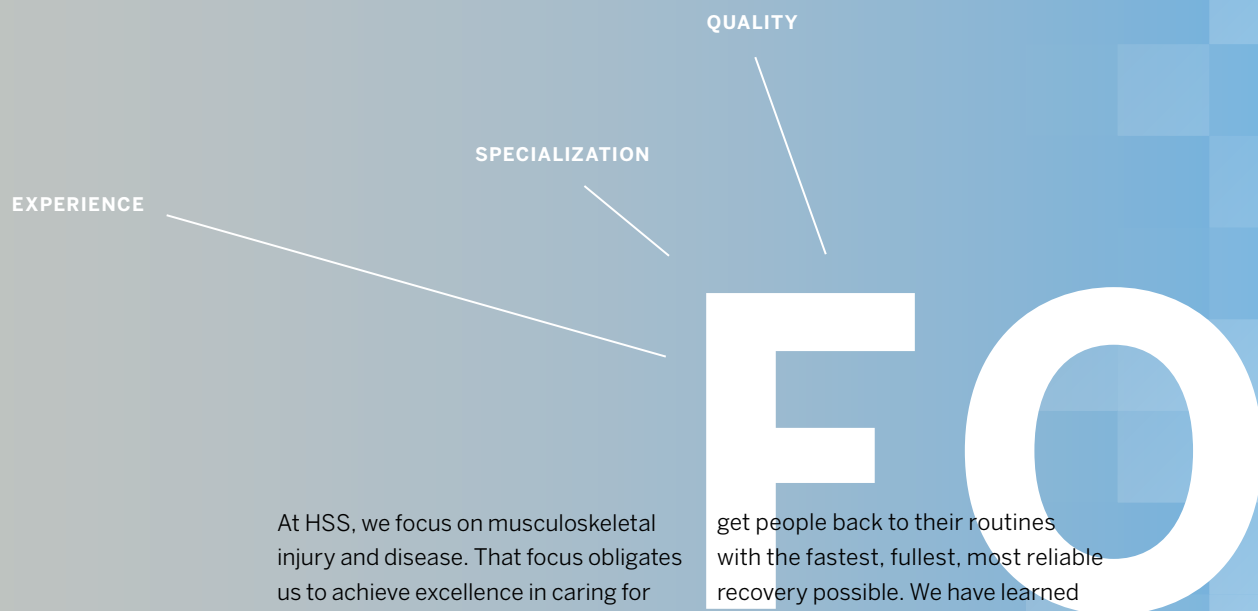
**State-of-the-art care:** Patients should know they have the advantage of the latest treatments, and that they're receiving them from clinicians who have helped develop the breakthroughs.

**Impact:** A great hospital creates value in many ways. It must find new ways to serve patients and communities and to advance its specialty areas of care, improving treatment for those in need through research and education.

At HSS, we base everything we do and say on evidence and experience. That's why so many consider us a beacon of proven quality and value in our specialty.







At HSS, we focus on musculoskeletal injury and disease. That focus obligates us to achieve excellence in caring for people with orthopedic or rheumatologic problems. Whether it's a limb deformity, a sports injury, a condition from overuse or an accident, spinal stenosis, or a form of arthritis or other autoimmune disease, we have teams of specialists who have devoted their careers to providing patients with the best possible experience and outcome for that exact challenge. We've become renowned for that specialization not only in the New York region, but throughout the U.S. and the world.

Focusing on this area of medicine has enabled us to closely examine every aspect of diagnosis, treatment and recovery in order to continuously improve it. Our teams of caregivers are determined to increase patient safety, minimize discomfort, meet patient needs, avoid unnecessary cost, and

get people back to their routines with the fastest, fullest, most reliable recovery possible. We have learned what works best based on individual diagnoses and treatment options. We validate our approaches with hard data, and by measuring patient satisfaction. That's why our results help set the standards for the field.

This ceaseless drive to continuously and measurably improve care and outcomes in orthopedics, physiatry, pain management, anesthesiology and rheumatology shapes everything we do, from imaging and diagnostic testing to surgery to physical therapy. It's a drive that leads us to feel that no matter how good we've become, we can keep discovering ways to be even better on behalf of our patients.

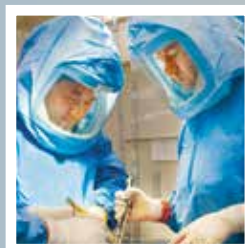


George Coleman, Jr., a patient in the Hospital's advertising campaign, got back to his job as a professional jazz drummer just 52 days after spinal surgery.

*To get good at something, do a lot of it. To be the best at it, make it your single focus. Our only job at HSS is to provide unsurpassed care, research and education in our specialty fields.*

# CUS

**We are specialists**



Our surgical procedures are performed by sub-specialists, for better outcomes and higher safety.



Patients at HSS receive our renowned rehabilitation services, including physical therapy. That's how we reduce the time it takes to recover function.

RESEARCH

**We advance the field**

EDUCATION

# IMP



We're pushing the boundaries of better care in the lab and at the bedside.



HSS is preparing the next generation of leaders in our specialty fields.



*Clinicians can do more for patients  
than deliver the best care available.  
At HSS our clinicians are developing  
tomorrow's best care, and advancing  
the field.*

# ACT

We do more than provide the best musculoskeletal care available today. We continually advance the boundaries of that care for our patients and for the world. HSS is unique in having built comprehensive research and education programs focused entirely on orthopedics, imaging, rheumatology and related fields.

Whether it is more advanced imaging techniques, a better elbow implant, a way to replace damaged cartilage, new insights into the biomechanics of the knee, the biomolecular roots of lupus and rheumatoid arthritis, a new approach to managing pain, or the genomics of musculoskeletal disease, research performed and frequently published by HSS clinicians contributes to some of the most important breakthroughs in the field. Our patients are often among the first anywhere to benefit from the resulting advances in diagnosis, treatment and rehabilitation, keeping HSS at the leading edge of patient care and disease prevention.

We also apply our research capabilities to better understanding the paths patients follow throughout treatment and recovery, so that we can constantly innovate and fine-tune those pathways to give our patients even better experiences and outcomes. It's game-changing research that helps us get it right the first time, and adds value and efficiency to every step of the patient journey.

Surgeons, nurses, therapists and technicians come to HSS from around the world to learn state-of-the-art techniques in the field, through our graduate medical education and continuing education programs. Our orthopedics-focused rehabilitation and nursing residencies provide the most advanced evidence-based training for these specialties. In that way, our current leaders help shape the field's future leaders. It's a commitment that challenges us every day to be the best.



HSS clinicians and services are available throughout the New York region.

**We make it simple to get great care**



Patients tell their stories of getting 'Back In The Game' at our new online forum.

COMMUNITY

FLEXIBILITY



Our physicians and healthcare team are active in the community, including caring for students in the New York Public School Athletic League.

Needing help to overcome a musculo-skeletal challenge or injury shouldn't mean having to put up with the inconvenience and complexities of an inflexible, hard-to-access healthcare system. HSS has worked hard to make it easier for people to get exactly the care and support they need to achieve full, healthy function. Whatever brings you to HSS — improving sports performance, getting a second opinion or setting up surgery — you'll find many ways to benefit from the expertise of our staff.

One way we help is by extending our care into more communities. We operate a range of satellite facilities, and we have programs that bring our services into the workplace and schools. We've even helped put together a training center for professional athletes in New York.

We make things easier here at our hospital, too. Patients considering surgery will find physicians ready to discuss alternatives, and whether a wait-and-see attitude is safe and appropriate. If surgery is the best route, patients are guided ahead of time through pre-operative routines, leading to fewer delays and anxieties on the day of surgery. And all our orthopedic patients receive physical therapy at their bedsides, seven days a week, including evenings if needed.

As welcoming as you'll find us at HSS, we also work to lower the chances you'll stay longer than necessary or to have to keep coming back. Our interdisciplinary teams are at the top of the orthopedics field in reducing the risk of infections and other complications, and avoiding the need for surgical revisions. Our post-surgery patients are often walking the same day as the procedure. Patients receive the rehab and education services they need to speed their recovery and return to their normal daily life.

# NET

ACCESS



We're making our services available to patients around the world.



The Brooklyn Nets HSS Training Center is currently being developed as a practice, treatment, and performance facility for professional athletes.



The spectrum of care at HSS optimizes safety in the operating room and after surgery in many ways, including anesthesia and pain management.

People who come to us may be harboring fears about their loss of function or other health concerns, and have questions about their upcoming treatments. They also have expectations about how they'd like to be helped, and are eager and hopeful about getting back to their full lives.

These concerns and expectations matter to the patient—and they matter to us at HSS. Concerns and expectations are not only an important component of the patient experience, but they can impact outcomes as well. That's why we put such care into building our team. It's not just our physicians who are dedicated. Our entire staff, including nurses, therapists, physician assistants, technicians, discharge planners, and many others, is highly attuned to the specific needs of musculoskeletal patients, including pain management and comorbidities and to making a difference for patients.

We know every patient is unique. Whether someone has come to us for a simple evaluation or a complex procedure, our coordinated care team will listen, guide, and respond to the patient's particular concerns. Our staff is ready to help with a spectrum of care, from easing physical discomfort, to reducing the risk of falls, to counseling on finance, and much, much more.

We also know how stressful the experience can be on the patient's family, so we consider them under our care as well, supporting them with the information and guidance they need, and keeping them comfortable when they visit or wait. In fact, as a specialty hospital rather than a large general medical center, we think of ourselves as a family, too. That's why we've worked so hard to create a compassionate culture and environment focused on easing patients' many challenges, and on doing everything we can to return people to where they want to be.

DEDICATION

SUPPORT

# Tou

CARE

*Patient care is about more than state-of-the-art treatments. Everyone at HSS knows it's about understanding people's needs and feelings, and supporting them in every way possible.*

# CH

**We see the whole patient**



Our nurses are trained and experienced in the special challenges and needs of musculoskeletal care.



Whether it's an evaluation, a second opinion, or a surgery, we make sure our patients understand all of their treatment options.

# At HSS, we listen to patients to continuously improve the way we care for them.

## Higher Surgical Volume Leads to Higher Quality

HSS performs substantially more orthopedic procedures than other top national hospitals, with more than 120 surgeons performing nearly 30,000 surgeries each year. Research

has proven again and again that the providers who get the best results from procedures tend to be the ones who perform those procedures the most often.

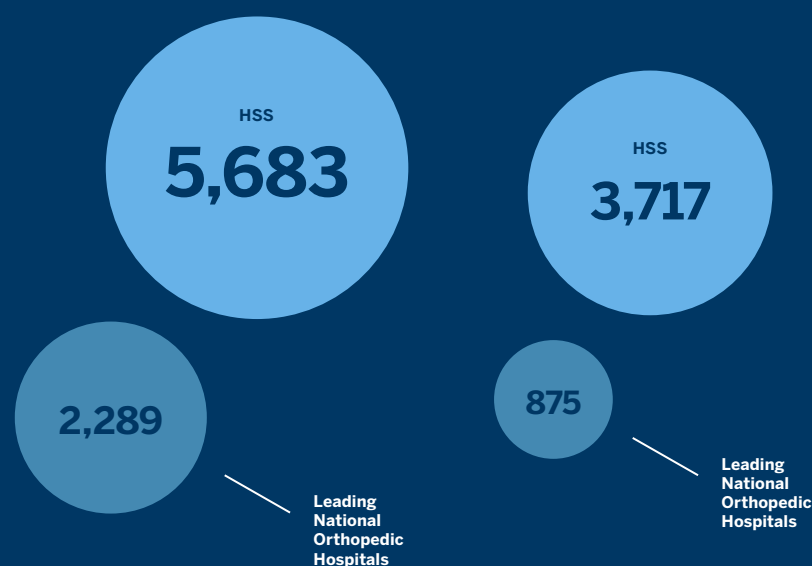
# #1

With the highest procedure volumes and a reputation for successful outcomes, HSS offers an unrivaled combination of focus, experience and quality. HSS has been ranked #1 in the country for orthopedics by *U.S. News & World Report* Best Hospitals rankings for five consecutive years. We have also been among the top ranked hospitals for orthopedics and rheumatology for 23 consecutive years.

## A National Leader in Volume

HSS surgeries span a range of orthopedic procedures. Here's how Medicare Inpatient surgeries for two diagnostic categories compare with leading national orthopedic hospitals.

At HSS our surgical and nonsurgical specialists work together to develop an optimal care plan for each patient. Our subspecialties include:



Total Medicare-tracked orthopedic surgical volume at HSS as compared to the average at leading national orthopedic hospitals

Total Medicare-tracked Joint Replacement surgery at HSS as compared to the average at leading national orthopedic hospitals

Source: CMS MedPAR, 2012Q4–2013Q3  
Companion Medical Analytics®

Note: Orthopedic Surgical Volume is defined by procedures included in Major Diagnostic Category 8.

Source: CMS MedPAR, 2012Q4–2013Q3  
Companion Medical Analytics

**Adult Reconstruction & Joint Replacement**  
**Anesthesia**  
**Foot and Ankle**  
**Hand and Upper Extremity**  
**Hip Preservation**  
**Limb Lengthening & Complex Reconstruction**  
**Orthopedic Trauma**  
**Osteoporosis & Metabolic Bone Disease**  
**Neurology**  
**Pain Management**  
**Pathology & Laboratory Medicine**  
**Pediatric Orthopedic Surgery**  
**Physiatry**  
**Primary Care Sports Medicine**  
**Radiology & Imaging**  
**Rheumatology**  
**Spine**  
**Sports Medicine & Shoulder**



## Getting It Right the First Time

# 38%

Among patients who come to HSS looking for a second opinion, 38% received a recommendation for a different course of treatment.

Source: HSS internal data pilot, 2014–2015

It all starts with an accurate diagnosis. Many patients come to us with questions about what to do next. Surgery benefits many patients with orthopedic

conditions, but it's not right for all patients. We're expert in guiding patients in the appropriate choice of treatment.

Safety is a critical measure of success at Hospitals. When the diagnosis calls for surgery, HSS has found ways to anticipate, measure and minimize potential

problems, both common and complex, day in and day out. That's why patients can be assured they have the best chance of a successful outcome at HSS.

## HSS ranks in the 99.4 percentile in New York State and 99.9 percentile nationally in Major Orthopedic Surgery based on avoided complications.

Source: CareChex® — a division of Comparison, FFY2010–FFY2012 MedPAR data

### 30-day unplanned readmission for Hip/Knee surgery:

At HSS, we're continually working toward reducing the chance patients will need

to come back for an unexpected problem after surgery.



Source: Medicare "Hospital Compare," Risk-Adjusted, 2010–2013

## Delivering the Care Our Patients Want

# 92%

As is the case in other industries, "likelihood to recommend" is a leading indicator of success. Ninety-two percent of patients

would recommend HSS, compared to 86 percent among other leading national orthopedic hospitals.

Source: <http://www.hcahpsonline.org>. Centers for Medicare & Medicaid Services, Baltimore, MD, 2013

# Back in the Game

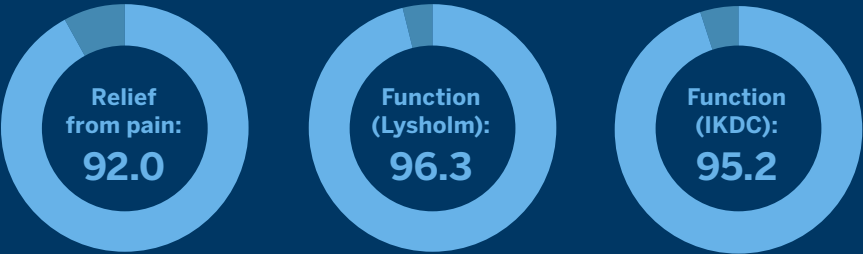
Many of our patients are in pain when they first come to HSS, and often are not able to function in the way they need. On average, these patients do much better after surgery at HSS, according to the information they report to the Hospital.

Patients report improvement two years after Total Hip Replacement



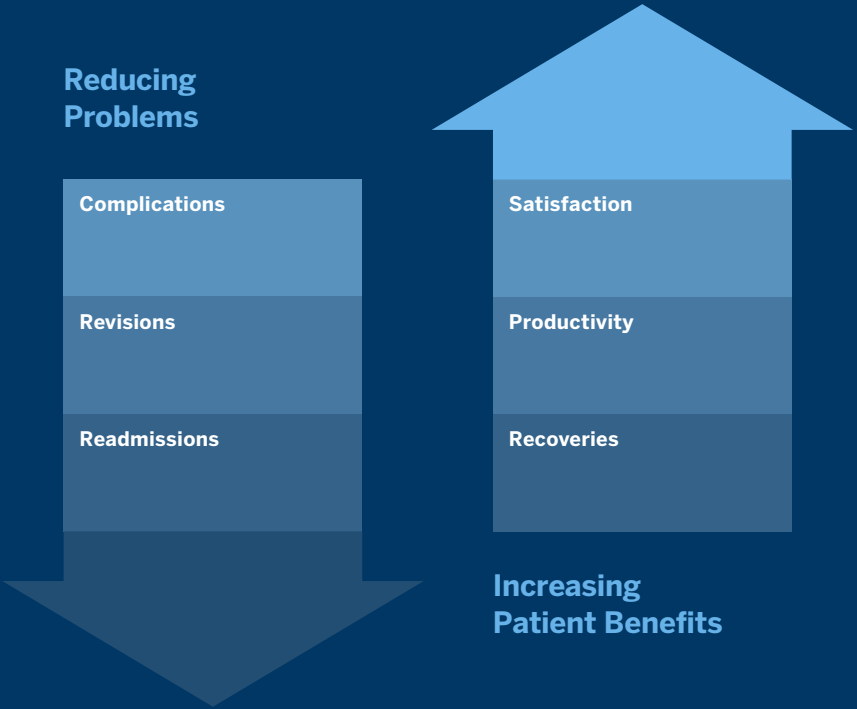
Source: HSS Arthroplasty Registry, 2007–2012

Patients report improvement two years after ACL Reconstruction



Source: HSS ACL Registry, 2009–2013

Patients come to HSS for care that will return them to their regular lives without problems or delays. That's why reducing complications, revisions and readmissions remains a priority for us.



## Where Top Athletes Go

Some of the most demanding athletic organizations turn to HSS to improve performance, and to prevent and repair injury. Here are some of the teams and organizations we work with:

U.S. Olympic Committee  
USA Basketball  
USA Swimming  
USA Volleyball  
USRowing  
FIFA  
New York Giants  
New York Mets  
New York Knicks  
New York Liberty  
Brooklyn Nets  
New York Red Bulls  
New York Road Runners  
Los Leones del Escogido

Port St. Lucie Mets  
Brooklyn Cyclones  
Westchester Knicks  
IMG Academy  
St. John's University Athletics  
Iona College Athletics  
Saint Peter's University Athletics  
CUNY Athletic Conference  
USA Football  
Ballet NY  
Public School Athletic League  
Asphalt Green

## The World Comes to Us

# 120,000+

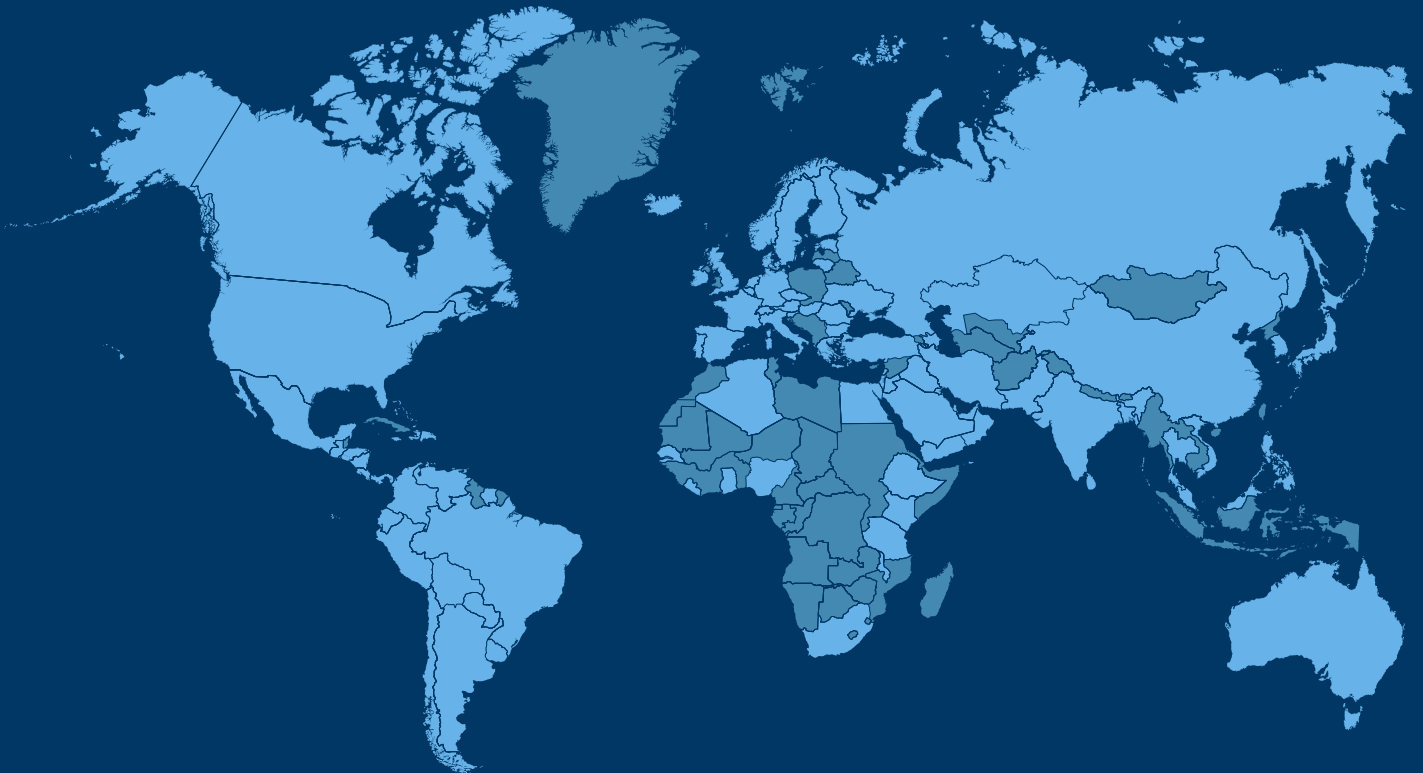
The number of patients served at HSS last year. Patients want the value we deliver.

# 104

The number of countries represented by our patient population. We work hard to offer care worth traveling for.

# 50

Patients come to HSS from all 50 states in the U.S.



# **2014 Annual Report**

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# Leadership Report

## The rise of consumer-driven healthcare challenges the entire industry to demonstrate value

### Defining Value

The rise of consumer-driven healthcare challenges the entire healthcare industry to demonstrate value to consumers, employers and insurers. In our field of musculoskeletal care, we also contend with changing lifestyles, longer lifespans and an emphasis on staying healthy at every age, making the need for our services more important. As the global leader in musculoskeletal care, we are uniquely positioned to impact the societal burden of healthcare costs, not only by delivering value, but by defining what value means.

At HSS, we define value by the reliability and efficiency with which we return patients to function, or, as we like to say, “getting people back in the game.” HSS Value is a combination of superior outcomes, maximum safety, a top patient experience and lower total cost over an entire episode of care. The outstanding results we achieve have created our worldwide reputation, attracting patients from more than 100 countries and all 50 U.S. states who are overwhelmingly positive about their HSS experience.

Our ability to deliver value is based on the unique combination of strengths that define the HSS Value Proposition: our specialized focus on musculoskeletal care, our evidence-based best practices,

and our unique combination of talent and culture. 2014 was a year when we advanced the core priorities of our strategic plan, all of which support and enhance the HSS Value Proposition as we continue to define value in our field and in the broader field of medicine.

### Quality Is the Core of Our Value Proposition

*The HSS brand is recognized by numerous key measures. The Hospital is ranked #1 in the country for orthopedics and #3 for rheumatology by U.S. News & World Report Best Hospitals 2014–2015 rankings. With the extraordinarily high volume of nearly 30,000 surgeries performed in 2014, we have maintained an equally high level of patient satisfaction, scoring in the 99th percentile in inpatient “likelihood to recommend” among Magnet hospitals, and garnering a Press Ganey Guardian of Excellence Award in the Patient Experience category. HSS also received a Guardian of Excellence in Quality award for HCAHPS Performance and Clinical Quality, another affirmation of the tireless, multi-disciplinary efforts of our employees to provide unsurpassed excellence in our specialized field.*

*HSS quality is also acknowledged in our reputation for excellence among those for whom peak physical performance is critical. Recently recognized as the Official*

Hospital of USA Basketball, HSS also has local ties with professional athletes and those who seek the best physicians and care team for top performance. HSS is the Official Hospital for 20 elite and professional sports organizations and four colleges, and cares for community and neighborhood organizations as well.

### Efficiency Increases Our Value

HSS provides the most proficient and efficient care, from start to finish.

*Our critical investment in a fully integrated, advanced Electronic Health Record is a catalyst to transform the way we deliver clinical care and improve the patient experience. This investment, the largest IT investment in the history of the organization, is essential to not only maintain our leadership position but also to streamline processes that have long been part of our daily operations. To accomplish this, we have partnered with Epic, a health information technology company that is rated number one in serving the nation's top hospitals, academic medical centers and specialty hospitals, and which shares our culture of excellence.*

*A synergistic collaboration with Epic is enabling us to set new benchmarks for performance. HSS has been uniquely proactive in our approach to Epic design and implementation, taking the time upfront to holistically rethink and redesign processes first so that the Epic systems can be customized to meet our needs and maximize the positive impact on our patients' lives. A truly interdisciplinary team — made up of our Operational Excellence (OE) staff, Epic developers, Senior Business and*

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From left to right:

**Steven R. Goldring**, MD, Chief Scientific Officer

**Todd J. Albert**, MD, Surgeon-in-Chief and Medical Director

**Louis A. Shapiro**, President and CEO

**Kendrick R. Wilson III**, Chair

**Mary K. Crow**, MD, Physician-in-Chief

Operational Leadership, Clinicians, Nurses and frontline staff — has looked across the entire organization with particular focus on initiatives in the following areas: Perioperative Process, Inpatient Care, Patient Access and Enterprise Intelligence. Workgroups are overseeing Transformation, changing practices for enhanced efficiency while implementing Epic, with the result of higher value delivery for patients.

### **Thought Leadership Unlocks Our Value**

The people of HSS embody extraordinary knowledge and talent that we use not only to drive research and innovation,

but also to share through education that increases our impact.

*The National Institutes of Health (NIH) selected HSS as one of eleven research groups in a first-of-its-kind partnership focused on solving the mysteries of autoimmune disease in a novel way.* The Accelerating Medicines Partnership in Rheumatoid Arthritis and Lupus Network brings together leaders in the field to implement new molecular technologies that will identify the most promising biological targets for the development of new drugs and diagnostics. Insights gained from this collaborative work offer the promise of enhancing

quality of life for patients affected by lupus, rheumatoid arthritis and other autoimmune diseases.

*Autoimmune disease research at HSS has a profound impact on the field of medicine and deepens fundamental understanding of medical conditions in the larger population.* Recent results of a study that is part of an 11-year, multicenter, NIH-funded initiative known as PROMISSE, have changed the way we look at lupus and pregnancy complications such as preeclampsia by making it possible to better predict who will have a problem pregnancy and pointing the way to possible treatments. What we have learned has great significance not







On June 1, 2015, **Lionel B. Ivashkiv, MD**, was named the Hospital's new Chief Scientific Officer. Dr. Ivashkiv is the David H. Koch Chair in Arthritis and Tissue Degeneration.

only for lupus patients but will also help the broader population: preeclampsia is the largest single cause of maternal and fetal death in the United States.

*HSS has long been known as a pioneer in improving care for patients with osteoarthritis (OA), and now we are collaborating with other leading orthopedic centers to investigate ACL-injured knees and their role as a major risk factor for developing OA.* Last year, our surgeons, radiologists, and basic scientists started using noninvasive MRI to assess cartilage structure and composition to help understand early factors of OA in ACL patients, and improve understanding of the causes of OA, identify biomarkers, and develop new therapies to improve outcomes for patients with OA.

*To accelerate and amplify the continued innovation so essential to our mission and to our long-term success, we launched the HSS Innovation Center (IC).* The IC works with physicians and scientists to turn new ideas into real solutions for patient care. The objective is to make sure our inventors have the resources and support they need to translate breakthroughs in musculoskeletal care to the commercial market. The IC also functions as an accelerator, partnering with startup companies to co-develop, test and refine digital health solutions at HSS.

*Our global reputation as the most trusted source of education in musculoskeletal medicine was also enhanced in 2014. Our orthopedic surgery residency program was ranked #1 in the first-ever comprehensive national evaluation of residency programs created by Doximity, the physician network. HSS eAcademy, our digital*

*education platform for professionals, has built a growing international presence, indicated by exchanges with 104 different countries. The platform supports nearly 6,000 members who have enrolled in over 13,000 e-Modules and YouTube videos. With a robust pipeline of new content for 2015, eAcademy is extending our global brand and strengthening preference for HSS education.*

### Improving Access Expands Our Value

Demand for HSS quality continues to grow, and we are capitalizing on this by finding ways to make HSS more accessible to patients where they work and live.

*Companies can provide employees with best-in-class musculoskeletal care at work through our expanding On-Site program in which HSS physicians and physical therapists evaluate and treat employees at a clinic located on the company's campus. HSS already has three such programs in place. We are also bringing HSS closer to where patients live — with brick and mortar facilities like our newly opened Outpatient Centers in Paramus, NJ and Stamford, CT — and online with our new HSS E-Consult platform, which enables patients who may not be able to travel to our campus to consult an HSS physician online from anywhere around the world.*

*In 2014, we continued to expand our global reach with new international collaborations and relationships aimed at sharing our expertise in delivering world class quality care and outstanding outcomes in orthopedic surgery. This year, HSS started a relationship with Bumil Hospital Group of South Korea*

*(BHG), a leading general hospital group specializing in orthopedic treatment of spine and joint disorders. HSS will assess their facilities, analyze their treatment plans and identify a strategy to develop a new Sports Medicine Service within BHG. We expanded our presence in Brazil, where in addition to our multiyear agreement with the newly opened orthopedic specialty hospital, Hospitalys Ortopedia, we signed a four-year agreement with Hospital Alvorada to provide a wide range of consulting services, with a focus on clinical pathways and quality initiatives around total joint replacement. Both hospitals are part of the vast AMIL network, Brazil's largest managed healthcare organization, and both partnerships enhance our brand in the country that will host the 2016 Olympics.*

*In addition, we built upon our long history of supporting The Foundation of Orthopedics and Complex Spine (FOCOS) in Ghana by signing a humanitarian agreement that formalizes our relationship with FOCOS and provides a framework for FOCOS Orthopedic Hospital's continued growth and improvement. Priorities for this important partnership include education for FOCOS staff and trainees, research exchange, library advisory services, purchasing & procurement assistance and structured service trips for HSS employees to Ghana.*

### Community Is a Core Value

Caring for our community is a core value of the HSS family and culture, and encompasses our local neighborhood, our nation, and the growing worldwide community of people whose lives have

been touched and transformed by their experience with HSS.

*Our first-in-class social media platform, "Back in the Game," is a strategic initiative inspired by the emergence of word-of-mouth as the primary influence on consumer choice of elective care providers. This online forum matches our patients' strong desire to share their often-transformative stories via their own social networks, with potential future patients' desire to learn from the experience of others. On the day it was introduced, "Back in the Game" was already the world's largest forum for orthopedic and rheumatologic patient stories, and with virtually no promotion, the number of stories has surged. By making affinity for HSS more visible and shareable, the forum is generating new patient referrals daily.*

*HSS is bringing enhanced leadership and supervision to our wide-ranging community benefit programs and services with the formation of a new, Board-level initiative: The HSS Community Benefit & Services Committee. Led by Anne Ehrenkranz, Board of Trustees member, the committee is comprised of HSS Board members, medical staff and other volunteers from community-based organizations, and is dedicated to providing oversight and advice on community program initiatives consistent with the HSS mission and strategic plan. A secondary group, the Community*

*Programs and Services Committee (CPSC), reports to the Board committee and provides leadership on existing and new community programs while helping to facilitate collaboration between departments. One area both committees are looking at is outcomes. This year, a new initiative was implemented to make outcome measures — such as participant satisfaction, knowledge gain and self-management — consistent across all of our programs, thus improving our ability to quantify their impact in the diverse communities we serve on an institutional level.*

#### **Building Financial Strength**

*HSS had a record-breaking fundraising year in 2014, raising nearly \$80 million in support from visionary new friends and dedicated, longtime partners. This achievement is a testament to our passionate and generous philanthropic community and their commitment to advancing the Hospital's mission for the benefit of patients at HSS and throughout the world. Contributing to this success, the Hospital was honored to receive an extraordinary estate gift of over \$30 million from Leonard and Caryl Marmor, as well as a very generous gift from the Tisch family in honor of which we will name a new Sports Medicine Center.*

*Our positive financial performance, driven by volume growth, prudent management*

*and continued philanthropic contributions, puts us on a solid foundation. We had a \$84.6 million gain from Hospital operations last year, which included the Marmor estate gift, and an 8.7% operating margin. Our strong margins over the last several years have built a sound financial base for our mission of bringing the best in musculoskeletal care to more people around the world.*

#### **Looking to the Future**

*Our increased focus on delivering superior value is propelled by the shared values that define our culture and our drive for excellence. Excellence, Integrity, Teamwork, Creativity and Passion are values brought to life every day by the individual and collective actions of every member of the HSS family, advancing our peerless distinction as *Where the World Comes to Get Back in the Game*.*

The changing healthcare environment has created challenges, but it is also creating opportunities for those who define and demonstrate value. With our dedication to patient care, our extraordinary staff and generous donors, and with our intensified energy on strengthening our value proposition, we are positioned for continued leadership and to make the most of the opportunities that lie ahead of us. In 2015 and beyond, we will strive to improve upon what we have always done so well — providing unmatched value to every patient who comes to us for care.

Kendrick R. Wilson III  
Chair

Louis A. Shapiro  
President and CEO

Todd J. Albert, MD  
Surgeon-in-Chief and  
Medical Director

Mary K. Crow, MD  
Physician-in-Chief

Steven R. Goldring, MD  
Chief Scientific Officer

*Kendrick R. Wilson III*

*Louis A. Shapiro*

*Todd J. Albert*

*Mary K. Crow*

*Steven R. Goldring*

# Financial Information<sup>(1)(2)</sup>

Hospital for Special Surgery and  
Affiliated Companies

## Statement of Income<sup>(3)(4)</sup>

(In Thousands)

Year Ended	2014	2013
<b>Hospital for Special Surgery</b>		
Total Revenue <sup>(5)(6)</sup>	\$ 971,889	\$ 871,365
Total Expenses <sup>(7)</sup>	887,343	830,654
Operating Income from Hospital for Special Surgery	\$ 84,546	\$ 40,711
<b>Affiliated Companies</b>		
Total Revenue <sup>(7)</sup>	\$ 70,743	\$ 63,672
Total Expenses <sup>(5)</sup>	64,533	59,049
Operating Income from Affiliated Companies	\$ 6,210	\$ 4,623
<b>Operating Income for Hospital for Special Surgery and Affiliated Companies</b>	<b>\$ 90,756</b>	<b>\$ 45,334</b>

## Statement of Financial Position

(In Thousands)

December 31,	2014	2013
<b>Assets</b>		
Current Assets (Excluding Investments)	\$ 244,698	\$ 190,669
Investments <sup>(8)</sup>		
Current	508,662	432,587
Long Term	109,837	96,314
Assets Limited as to Use	123,313	64,258
Property, Plant and Equipment — Net	482,276	467,347
Other Non-Current Assets	94,046	91,744
Total Assets	\$ 1,562,832	\$ 1,342,919
<b>Liabilities and Net Assets</b>		
Current Liabilities	\$ 302,500	\$ 255,332
Long Term Debt	307,916	257,143
Other Non-Current Liabilities	203,054	159,391
Total Liabilities	813,470	671,866
Net Assets	749,362	671,053
Total Liabilities and Net Assets	\$ 1,562,832	\$ 1,342,919

(1) Includes activities relating to Hospital for Special Surgery and its affiliates (Hospital for Special Surgery Fund, Inc., HSS Properties Corporation, HSS Horizons, Inc., HSS Ventures, Inc. and Medical Indemnity Assurance Company, Ltd.).

(2) Complete Audited Financial Statements for both Hospital for Special Surgery and affiliates are available upon request from the HSS Development department at 212.606.1196.

(3) Excludes \$38.8 million and \$31.4 million of restricted philanthropic contributions in 2014 and 2013, respectively.

(4) Excludes non-operating portion of changes in unrealized gains and losses on investments.

(5) Includes \$1.3 million of transactions between affiliates that are eliminated in consolidation in 2014 and 2013.

(6) Includes a distribution of \$33.4 million the Hospital received as a bequest from a Trust in 2014.

(7) Includes \$54.5 million and \$52.7 million of transactions between affiliates that are eliminated in consolidation in 2014 and 2013, respectively.

(8) Hospital for Special Surgery is the beneficiary in perpetuity of income from an outside trust. The fair value of investments in the trust are not included above and were \$37.9 million and \$37.6 million at December 31, 2014 and 2013, respectively.

# Philanthropic Highlights

## 2014: A Historic Year for HSS with Nearly \$80 Million Raised

Hospital for Special Surgery made history in 2014, raising nearly \$80 million — the most ever in a single year — from thousands of generous individuals, foundations, and corporations. This significant milestone includes an estate gift that brought in over \$30 million in unrestricted support from a couple deeply inspired by the Hospital's mission. HSS was also honored to be recognized as a “High Performer” by the Association for Healthcare Philanthropy for its exemplary performance in healthcare fundraising. HSS is well-positioned to meet the future and continue to lead the field of musculoskeletal medicine, thanks to the extraordinary commitment of dedicated partners who share the Hospital's vision to improve the mobility and quality of life for patients worldwide.

### Building on Success

Special Surgery's unmatched reputation and legacy of excellence have helped to build an exceptional foundation of support from new and longtime donors. The Hospital's fundraising has grown exponentially in recent years, enabling HSS to expand its clinical services, sustain and enhance medical education, and pioneer breakthrough research in musculoskeletal and autoimmune diseases. Our patients are the most important beneficiaries of this growth, driving everything we do.

### Total Philanthropic Giving

In 2014, more than 5,400 donors contributed over \$79.5 million to the Hospital. Grateful patients and friends, who give individually, through their family foundations, or by bequests, are critical to our success as an institution and are the backbone of our fundraising efforts. They account for more than 90% of the funds contributed in 2014.

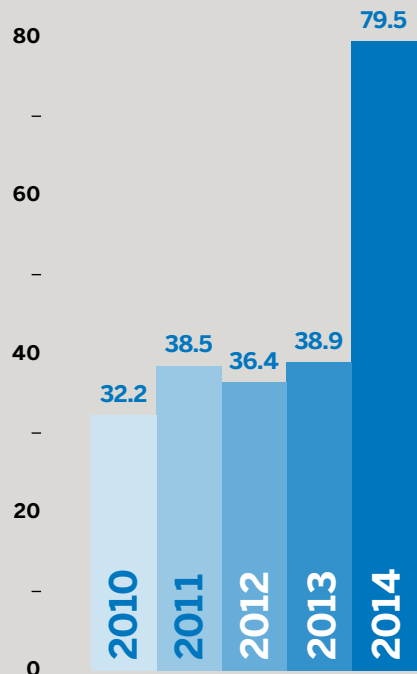
Nearly one-third of funds raised in 2014 supported the growth and enhancement of the Hospital's buildings and laboratories. The expansion of HSS's infrastructure is vital to our efforts to meet the growing demand for our services, continue to provide patients with the highest quality of care, and ensure the advancement of world-class research.

### HSS Annual Benefit Celebrations

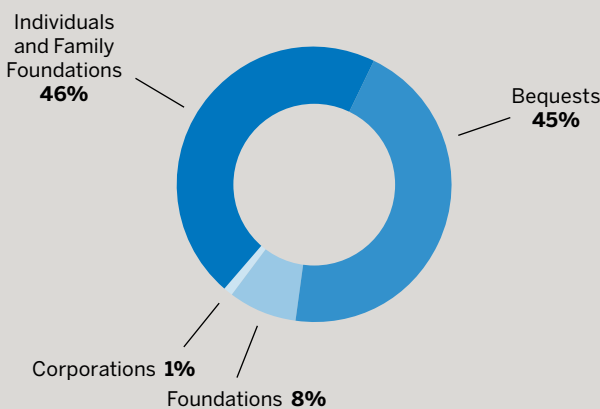
The Hospital's 31st Annual Tribute Dinner in 2014 raised an unprecedented \$3.1 million. The event honored HSS's beloved Life Trustee and pillar of the financial and philanthropic communities, the late William R. Salomon. Jo A. Hannafin, MD, PhD, attending associate orthopedic surgeon and Director of Orthopedic Research at HSS, received the Hospital's Lifetime Achievement Award for her outstanding contributions to HSS and the thousands of patients she has served throughout her distinguished career.

### Growth in HSS Fundraising Over the Past 5 Years

(\$ in millions)



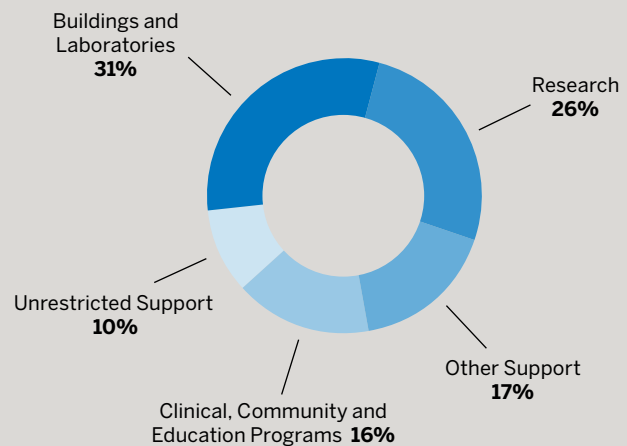
## HSS 2014 Giving by Source



The Tribute Dinner is traditionally the largest source of unrestricted support for the Hospital, and this year was no exception. Funds raised through the event enable the Hospital to uphold its promise to provide an unparalleled level of expert and compassionate care to all patients. Chaired by Trustees Kathryn Chenault, Alan S. MacDonald, and Patricia G. Warner, the Tribute Dinner welcomed nearly 1,100 special friends of HSS.

Thanks to the dedicated efforts of Chair Barbara Albert and Co-Chairs Anne Altchek, Renee Flug, and Anne Roberts, the HSS Autumn Benefit raised nearly \$770,000 in support of medical education to advance the Hospital's commitment to training the next generation of leaders in musculoskeletal medicine.

## Areas Supported by 2014 Donations



The eighth annual Big Apple Circus Benefit raised more than \$660,000 for pediatric care and research at HSS — making the 2014 Benefit the most successful yet. Co-Chairs Monica A. Keany, Trustee; Kate Doerge, Advisor; and David M. Sher, MD, brought together nearly 800 guests for the sold-out Benefit. Funds raised help to advance the Hospital's vision to create a better future for every child who needs us.

### Annual Fund

The Annual Fund remains a vital source of strength for HSS, enabling Special Surgery to advance its mission of providing unparalleled clinical care, research, and education. In 2014, HSS raised nearly \$7.9 million in unrestricted funding. This recurring and growing source of support helps to solidify the Hospital's position as the world's foremost center of excellence in musculoskeletal health.

### Giving for the Future

In 2014, HSS received an increased number of estate gifts and other planned gifts that are helping to fuel advances in musculoskeletal medicine and patient care. One such generous gift was received from Dr. and Mrs. Leonard Marmor, totaling more than \$30 million. (Read more about what inspired Dr. and Mrs. Marmor and other planned giving donors on page 34). Donors who choose to help secure the Hospital's future by making legacy gifts play an essential role in creating a better future for those affected by musculoskeletal disease — today and for years to come. The Wilson Society, which honors and celebrates the generosity of friends who have included the Hospital in their estate plans, is sustaining and building the long-term strength of the Hospital.

# Professional Staff

(April 1, 2015)

## Medical Board

### Chairman

Todd J. Albert, MD

### Secretary

James D. Beckman, MD

### Board Members

Todd J. Albert, MD  
(Surgeon-in-Chief and Medical Director)

Michael M. Alexiades, MD  
James D. Beckman, MD  
Mathias P. Bostrom, MD  
Charles N. Cornell, MD  
Mary K. Crow, MD  
(Physician-in-Chief)

Joseph H. Feinberg, MD  
Theodore R. Fields, MD  
Stephanie Goldberg, MS, RN, CNA  
Steven R. Goldring, MD  
(Chief Scientific Officer)

Lisa A. Goldstein, MPS  
David L. Helfet, MD  
Michael J. Klein, MD  
Dale J. Lange, MD  
Gregory A. Liguori, MD  
Constance Margolin, Esq.  
Robert G. Marx, MD  
Hollis G. Potter, MD  
Laura Robbins, DSW  
Linda A. Russell, MD  
Louis A. Shapiro  
(President and CEO)

Scott W. Wolfe, MD  
Ellen Wright  
(Trustee)

## Medical Staff

### Surgeon-in-Chief and Medical Director

Todd J. Albert, MD

### Surgeons-in-Chief Emeriti

Thomas P. Sculco, MD  
Russell F. Warren, MD  
Andrew J. Weiland, MD  
Philip D. Wilson, Jr., MD

### Executive Assistant to Surgeon-in-Chief

Charles N. Cornell, MD

## Department of Orthopedic Surgery

### Clinical Director of Orthopedic Surgery

Charles N. Cornell, MD

### Academic Director of Orthopaedic Surgery and Vice Chair of Education and Academic Affairs

Mathias P. Bostrom, MD

### Director of Orthopedic Research

Jo A. Hannafin, MD, PhD

### Director of Faculty Development

Scott W. Wolfe, MD

### Orthopedic Surgeons Emeriti

Stanley E. Asnis, MD  
Stephen W. Burke, MD  
Michael J. Errico, MD  
Allan E. Inglis, MD  
Lewis B. Lane, MD  
David B. Levine, MD  
Peter J. Marchisello, MD  
Richard R. McCormack, Jr., MD

### Attending Orthopedic Surgeons

Todd J. Albert, MD  
David W. Altchek, MD  
Oheneba Boachie-Adjei, MD  
Mathias P. Bostrom, MD

Frank P. Cammisa, Jr., MD  
Frank A. Cordasco, MD  
Charles N. Cornell, MD  
Edward V. Craig, MD, MPH  
Jonathan T. Deland, MD  
David M. Dines, MD  
Mark P. Figgie, MD  
Federico P. Girardi, MD  
Alejandro González Della Valle, MD  
Daniel W. Green, MD  
Steven B. Haas, MD  
Jo A. Hannafin, MD, PhD  
John H. Healey, MD  
David L. Helfet, MD  
Joseph M. Lane, MD  
John P. Lyden, MD  
Robert G. Marx, MD  
Stephen J. O'Brien, MD  
Paul M. Pellicci, MD  
Chitranjan S. Ranawat, MD  
Bernard A. Rawlins, MD  
Scott A. Rodeo, MD  
Leon Root, MD  
S. Robert Rozbruch, MD  
Eduardo A. Salvati, MD  
Thomas P. Sculco, MD  
Russell F. Warren, MD  
Andrew J. Weiland, MD  
Geoffrey H. Westrich, MD  
Thomas L. Wickiewicz, MD  
Roger F. Widmann, MD  
Philip D. Wilson, Jr., MD  
Russell E. Windsor, MD  
Scott W. Wolfe, MD

### Associate Attending Orthopedic Surgeons

Michael M. Alexiades, MD  
Answorth A. Allen, MD  
Edward A. Athanasian, MD  
John S. Blanco, MD  
Friedrich Boettner, MD  
Walther H.O. Bohné, MD  
Robert L. Bully, MD  
Michelle G. Carlson, MD  
Struan H. Coleman, MD  
Joshua S. Dines, MD  
Shevaun M. Doyle, MD  
Scott J. Ellis, MD  
James C. Farmer, MD  
Stephen Fealy, MD  
Austin T. Fragomen, MD  
Robert N. Hotchkiss, MD

Russel C. Huang, MD  
Anne M. Kelly, MD  
Bryan T. Kelly, MD  
Steve K. Lee, MD  
Dean G. Lorch, MD  
John D. MacGillivray, MD  
Bryan J. Nestor, MD  
Patrick F. O'Leary, MD  
Martin J. O'Malley, MD  
Douglas E. Padgett, MD  
Michael L. Parks, MD  
Andrew D. Pearle, MD  
Amar S. Ranawat, MD  
Anil S. Ranawat, MD  
Matthew M. Roberts, MD  
Andrew A. Sama, MD  
Harvinder S. Sandhu, MD  
David M. Scher, MD  
Beth E. Shubin Stein, MD  
Ernest L. Sink, MD  
Sabrina M. Strickland, MD  
Edwin P. Su, MD  
Riley J. Williams, MD

### Assistant Attending Orthopedic Surgeons

Scott W. Alpert, MD  
David E. Asprinio, MD  
Michael B. Cross, MD  
Matthew E. Cunningham, MD, PhD  
Aaron Daluiski, MD  
Constantine A. Demetracopoulos, MD  
Gregory S. DiFelice, MD  
Emily R. Dodwell, MD  
Mark C. Drakos, MD  
Andrew J. Elliott, MD  
Duretti T. Fufa, MD  
Charles B. Goodwin, MD  
Lawrence V. Gulotta, MD  
William G. Hamilton, MD  
Alexander P. Hughes, MD  
Allan E. Inglis, Jr., MD  
Seth A. Jerabek, MD  
Edward C. Jones, MD  
Lana Kang, MD  
John G. Kennedy, MD  
Han Jo Kim, MD  
Alejandro Leali, MD  
Darren R. Lebl, MD  
David S. Levine, MD  
John C. L'Insalata, MD  
Moirá M. McCarthy, MD



David J. Mayman, MD  
 Michael J. Maynard, MD  
 Danyal H. Nawabi, MD  
 Cathleen L. Raggio, MD  
 Daniel S. Rich, MD  
 Jose A. Rodriguez, MD  
 Howard A. Rose, MD  
 Mark F. Sherman, MD  
 Samuel A. Taylor, MD  
 Kurt V. Voellmicke, MD  
 David S. Wellman, MD  
 Steven B. Zelicof, MD, PhD

#### **Associate Attending Surgeons**

Gary A. Fantini, MD  
 (Vascular Surgery)  
 Lloyd B. Gayle, MD  
 (Plastic Surgery)

#### **Assistant Attending Surgeons**

Lloyd A. Hoffman, MD  
 (Plastic Surgery)  
 Kenneth O. Rothaus, MD  
 (Plastic Surgery)

#### **Ambulatory Care Center**

Assistant Attending Physiatrist  
 David Hyams, MD

#### **Consulting Staff**

Asheesh Bedi, MD  
 (Hip Preservation)  
 Harvey Strauss, DPM  
 (Podiatric Medicine)

#### **Fellows in Orthopedic Surgery**

Mohd Armouti, MBBS  
 (Spine Surgery)  
 Brian Barlow, MD  
 (Adult Reconstruction Surgery)  
 Ahmed Bata, MB, BCh  
 (Spine Surgery)  
 Michael Bates, MD  
 (Adult Reconstruction Surgery)  
 Johnathan Bernard, MD  
 (Sports Medicine and Shoulder Surgery)  
 Alberto Carli, MD, MSc  
 (Adult Reconstruction Surgery)  
 Nathan Coleman, MD  
 (Sports Medicine and Shoulder Surgery)

S. Bradley Daines, MD  
 (Adult Reconstruction Surgery)  
 Ryan DeBlis, MD  
 (Foot and Ankle Surgery)  
 Ryan Degen, MD  
 (Sports Medicine and Shoulder Surgery)  
 Osama Elattar, MBCh  
 (Limb Lengthening and Complex Reconstruction)  
 Brian Fernholz, MD, PhD  
 (Spine Surgery)  
 (Infolded Resident)  
 Emily Gilley, MD  
 (Hand Surgery)  
 Lindsay Hickerson, MD  
 (Orthopedic Trauma)  
 Phillip Horne, MD, PhD  
 (Spine Surgery)  
 Ying-Ying Kao, MD  
 (Adult Reconstruction Surgery)  
 Paul Kim, MD  
 (Foot and Ankle Surgery)  
 Anton Kurtz, MD  
 (Limb Lengthening and Complex Reconstruction)  
 William Long, MD, MS  
 (Spine Surgery)  
 Stephanie Malliaris, MD  
 (Hand Surgery)  
 Stephanie Mayer, MD  
 (Sports Medicine and Shoulder Surgery)  
 Lucas McDonald, MD  
 (Sports Medicine and Shoulder Surgery)  
 Brian McHugh, MD  
 (Scoliosis)  
 Joaquin Moya-Angeler, MD, PhD  
 (Metabolic Bone Diseases)  
 Erin Nance, MD  
 (Hand Surgery)  
 Abimbola Obafemi-Afolabi, MD  
 (Spine Surgery)  
 Anay Patel, MD  
 (Adult Reconstruction Surgery)  
 Rubini Pathy, MD  
 (Pediatric Orthopedics)  
 Sameer Puri, MD  
 (Hand Surgery)  
 Marie-France Rancourt, MD  
 (Adult Reconstruction Surgery)

Lauren Redler, MD  
 (Sports Medicine and Shoulder Surgery)  
 Diederik Verbeek, MD  
 (Orthopedic Trauma)  
 Lucian Warth, MD  
 (Adult Reconstruction Surgery)  
 Geoffrey Watson, MD  
 (Foot and Ankle Surgery)  
 Kenneth Weeks, III, MD  
 (Sports Medicine and Shoulder Surgery)  
 Graeme Whyte, MD, MSc  
 (Hip Preservation)  
 Geoffrey Wilkin, MD  
 (Orthopedic Trauma)

#### **Irving Lipstock and Sally Lipstock Fellow in Orthopedic Surgery**

Lazaros Poultides, MD, MSc, PhD

#### **Stavros Niarchos Foundation – Thomas P. Sculco, MD International Orthopedic Fellow**

Georgios Triantafyllopoulos, MD

#### **Residents**

##### **PGY5**

Benjamin Bjerke-Kroll, MD  
 Matthew Garner, MD  
 Brian Gladnick, MD  
 Stephen Greenfield, MD  
 Alexander McLawhorn, MD, MBA  
 Venu Neman, MD, PhD  
 Benjamin Ricciardi, MD  
 Joseph Schreiber, MD  
 Grant Shifflet, MD  
 Phillip Williams, MD

##### **PGY4**

David Dare, MD  
 Alexia Hernandez-Soria, MD  
 Sravisht Iyer, MD  
 Brian Rebolledo, MD  
 Morgan Swanstrom, MD  
 Samir Trehan, MD  
 Ekaterina Urch, MD  
 Stephen Warner, MD, PhD

##### **PGY3**

Alexander Christ, MD  
 Elizabeth Cody, MD  
 Peter Derman, MD, MBA  
 Grant Garcia, MD  
 Elizabeth Gausden, MD  
 Michael Hendel, MD, PhD  
 Joseph Liu, MD  
 Andre Shaffer, MD

##### **PGY2**

Jason Blevins, MD  
 Keith Corpus, MD  
 Lionel Lazaro, MD  
 Jason Lehman, MD  
 Ashley Levack, MD  
 Benedict Nwachukwu, MD, MBA  
 Shawn Richardson, MD  
 William Schairer, MD  
 Ishaan Swarup, MD  
 Brian Ward, MD

##### **PGY1**

Jacob Calcei, MD  
 Michael Fu, MD  
 Christine Johnson, MD  
 Sariah Khormaei, MD, PhD  
 Evan O'Donnell, MD  
 Steven Orr, MD  
 Joseph Ruzbarsky, MD  
 Evan Sheha, MD  
 Jeffrey Stepan, MD

## **Department of Applied Biomechanics in Orthopedic Surgery**

#### **Director**

Timothy M. Wright, PhD

#### **Associate Engineers**

Daniel Choi, MEng  
 Joseph Lipman, MS  
 Darrick Lo, MEng

## Department of Medicine

---

**Physician-in-Chief, Director, Department of Medicine, and Chair, Rheumatology Division**  
Mary K. Crow, MD

**Perioperative Medicine Division Director**  
Linda A. Russell, MD

**Physicians-in-Chief Emeriti**  
Charles L. Christian, MD  
Stephen A. Paget, MD

**Pediatric Rheumatology Division Director**  
Thomas J.A. Lehman, MD

**Rheumatology Faculty Practices Coordinator**  
Theodore R. Fields, MD

**Bone Health and Osteoporosis Center of Excellence Director**  
Linda A. Russell, MD

**Inflammatory Arthritis Center of Excellence Director**  
Vivian P. Bykerk, MD

**Lupus and Antiphospholipid Syndrome Center of Excellence Director**  
Jane. E. Salmon, MD

**Scleroderma, Vasculitis, and Myositis Center of Excellence Director**  
Robert F. Spiera, MD

**Academy of Rheumatology Medical Educators Director**  
Stephen A. Paget, MD

**Physicians Emeriti**  
Harry Bienenstock, MD  
Lawrence J. Kagen, MD  
Irwin Nydick, MD  
Martin Nydick, MD  
Ernest Schwartz, MD

### Attending Physicians

Richard S. Bockman, MD, PhD  
Barry D. Brause, MD  
(Chief, Infectious Disease)  
Mary K. Crow, MD  
Theodore R. Fields, MD  
Allan Gibofsky, MD  
Lionel B. Ivashkiv, MD  
Thomas J.A. Lehman, MD  
(Chief, Pediatric Rheumatology)  
Michael D. Lockshin, MD  
Steven K. Magid, MD  
Joseph A. Markenson, MD  
Stephen A. Paget, MD  
Francis Perrone, MD  
Jane E. Salmon, MD  
James P. Smith, MD  
Harry Spiera, MD  
Robert F. Spiera, MD

### Associate Attending Physicians

Alexa B. Adams, MD  
Anne R. Bass, MD  
Jessica R. Berman, MD  
Vivian Bykerk, MD  
Doruk Erkan, MD  
Susan M. Goodman, MD  
C. Ronald MacKenzie, MD  
Carol A. Mancuso, MD  
Lisa R. Sammaritano, MD  
Sergio Schwartzman, MD  
Richard Stern, MD

### Assistant Attending Physicians

Juliet Aizer, MD, MPH  
Panagiota Andreopoulou, MD  
Dalit Ashany, MD  
Laura V. Barinstein, MD  
Craig L. Basman, MD  
Jennifer M. Berger, MD  
Matthew L. Buchalter, MD  
Trang M. Bui, MD  
James J. Calloway, MD  
Chad M. Craig, MD  
Stephen J. Di Martino, MD, PhD  
Obinna D. Eneanya, MD  
Jacobo Futran, MD  
Flavia A. Golden, MD  
Jessica K. Gordon, MD  
Michael W. Henry, MD  
Miriam B. Hoffman, MD  
Wesley Hollomon, MD  
Michael I. Jacobs, MD  
Kyriakos K. Kirou, MD

Mary J. Kollakuzhiyil, MD  
Lindsay S. Lally, MD  
Lawrence F. Levin, MD  
(Chief, Cardiovascular)  
Alana B. Levine, MD  
Lisa A. Mandl, MD  
Charis F. Meng, MD  
Andy O. Miller, MD  
Dana E. Orange, MD  
Nancy Pan, MD  
Edward J. Parrish, MD  
Nitin Roper, MD  
Linda A. Russell, MD  
Romona D. Satchi, MD  
Jediah J. Sim, MD  
Magdalena E. Swierczewski, MD  
Ariel D. Teitel, MD  
Lisa C. Vasanth, MD  
Mary Beth Walsh, MD  
Hendricks H. Whitman III, MD  
Arthur M. Yee, MD, PhD  
Christine M. Yu, MD  
Florence Yu, MD  
Jennie Yu, MD

### Physicians to Ambulatory Care Center

Bento R. Mascarenhas, MD  
Lakshmi Nandini Moorthy, MD  
Alana C. Serota, MD

### Consulting Staff

Michael S. Farber, MD  
Thomas M. Novella, DPM  
(Podiatric Medicine)

### Fellows in Rheumatology

Karima Becetti, MD  
David Fernandez, MD, PhD  
Shanthini Kasturi, MD  
Reena Khianey, MD  
Konstantinos Loupasakis, MD  
Fardina Malik, MBBS  
Sonali Narain, MD, MPH  
Elizabeth Schulman, MD  
Kai Sun, MD

### Fellows in Pediatric Rheumatology

Farzana Nuruzzaman, MD  
Gabriella Safdieh, MD  
Salma Siddique, DO  
Sarah Taber, MD

## Clinical Psychology

---

Julia M. Kim, PhD

## Pediatric Service

---

### Chief

Lisa S. Ipp, MD

### Attending Pediatrician

Thomas J.A. Lehman, MD  
(Chief, Pediatric Rheumatology)

### Associate Attending Pediatricians

Alexa B. Adams, MD  
Jessica G. Davis, MD  
Lisa S. Ipp, MD  
Jordan D. Metzl, MD (Primary Care Sports Medicine)  
Gail E. Solomon, MD

### Assistant Attending Pediatricians

Laura V. Barinstein, MD  
Susan B. Bostwick, MD  
Hyun Susan Cha, MD  
Mary F. DiMaio, MD  
Nancy Pan, MD  
Stephanie L. Perlman, MD

## Primary Care Sports Medicine Service

---

### Chief

Brian C. Halpern, MD

### Associate Attending Physicians

Lisa R. Callahan, MD  
Brian C. Halpern, MD  
Jordan D. Metzl, MD

### Assistant Attending Physicians

William W. Briner Jr., MD  
Kenton H. Fibel, MD  
Marci A. Goolsby, MD  
James J. Kinderknecht, MD  
Osric S. King, MD  
Brett G. Toresdahl, MD  
David A. Wang, MD

### Fellow in Primary Care Sports Medicine

Marissa Smith, MD

## Psychiatry Service

### Chief

John W. Barnhill, MD

### Attending Psychiatrist

John W. Barnhill, MD

### Assistant Attending Psychiatrist

Ruth Cohen, MD

### Consulting Psychiatrist

Allan M. Lans, DO

## Department of Anesthesiology

### Anesthesiologist-in-Chief and Director

Gregory A. Liguori, MD

### Anesthesiologist-in-Chief Emeritus

Nigel E. Sharrock, MB, ChB

### Attending Anesthesiologists

Gregory A. Liguori, MD

Spencer S. Liu, MD

Stavros G. Memtsoudis, MD, PhD  
(Medical Director, Critical Care Services)

Nigel E. Sharrock, MB ChB

### Associate Attending Anesthesiologists

Stephen N. Harris, MD

Kethy M. Jules-Elysee, MD  
(Director, Pre-Anesthesia Screening)

Jeffrey Y.F. Ngeow, MD

(Pain Management)

Cephas P. Swamidoss, MD, MPH,  
(Associate Director, Education)

Michael K. Urban, MD, PhD  
(Medical Director, PACU)

William F. Urmey, MD

Jacques T. Ya Deau, MD, PhD  
(Medical Director, Clinical Research)

Victor M. Zayas, MD

### Assistant Attending Anesthesiologists

Jonathan C. Beathe, MD

(Director, Training Programs)

James D. Beckman, MD

Devan D. Bhagat, MD

Bradford E. Carson, MD

Mary F. Chisholm, MD

Kathryn DelPizzo, MD  
(Medical Director, Pediatric Anesthesia)

Christopher A. DiMeo, MD  
(Medical Director, Clinical Initiatives)

Naomi Dong, MD

Chris R. Edmonds, MD

Sean Garvin, MD

(Medical Director, SDU-OSCU)

Michael A. Gordon, MD

(Medical Director, Acute and Recuperative Pain Medicine Services)

Enrique A. Goytizolo, MD

Douglas S.T. Green, MD

Robert S. Griffin, MD, PhD

(Director, Ambulatory Pain Management)

Carrie R. Guheen, MD

Semih Gungor, MD

(Pain Management)

Stephen C. Haskins, MD

Michael C. Ho, MD

Richard L. Kahn, MD

(Medical Director, Ambulatory Surgery)

David H. Kim, MD

Richard S. King, MD

Meghan A. Kirksey, MD, PhD

Kanupriya Kumar, MD

Vincent R. LaSala, MD

Andrew C. Lee, MD

(Medical Director, Quality Assessment and Performance Improvement)

David L. Lee, MD,

(Medical Director, Education)

Yi Lin, MD, PhD

Daniel B. Maalouf, MD, MPH

John G. Muller, MD

Jermiel A. Nejim, MD

Joseph A. Oxendine, MD

Swetha R. Pakala, MD

Leonardo Paroli, MD, PhD

Thomas J. Quinn, MD, MBA

Daniel I. Richman, MD

(Pain Management)

James J. Roch, MD

Lauren H. Turteltaub, MD

(Assistant Director, Training Programs)

Philip J. Wagner, MD

(Director, Website Initiatives)

Seth A. Waldman, MD

(Medical Director, Pain Management)

David Y. Wang, MD, MS, MPH

(Medical Director, Chronic Pain Education)

Elaine I. Yang, MD

### Assistant Attending Neurologist

Vladimir N. Kramskiy, MD

(Pain Management)

### Assistant Attending Physician

Christine Peterson, MD

(Director, Inpatient Pain Services)

### Fellows in Regional Anesthesiology and Acute Pain Medicine

Sean Bok, MD

Prianka Desai, MD

Yuliya Gadulov, MD

John Hsieh, MD

Sachin Kulkarni, MD

Ha Nguyen, MD

Anjali Rozario, MD

Joseph Sebeo, MD, PhD

Ellen Soffin, MBBS

## Department of Neurology

### Neurologist-in-Chief and Director

Dale J. Lange, MD

### Neurologist Emeritus

Peter Tsairis, MD

### Attending Neurologists

Abe M. Chutorian, MD

Ronald G. Emerson, MD

Dale J. Lange, MD

### Associate Attending Neurologists

Barry D. Jordan, MD

Gerald J. Smallberg, MD

Gail E. Solomon, MD (Pediatrics)

Dexter Y. Sun, MD, PhD

### Assistant Attending Neurologists

Bridget T. Carey, MD

Jonathan M. Goldstein, MD

Vladimir Kramskiy, MD

Dora K. Leung, MD

Brion D. Reichler, MD

Teena Shetty, MD

Alexander Shtilbans, MD, PhD

### Fellows in Neurology/ Neuromuscular Medicine

Vahid Tohidi MD, MSc, PhD

Erin Manning, MD

## Department of Pathology and Laboratory Medicine

### Pathologist-in-Chief and Director

Michael J. Klein, MD

### Pathologist Emeritus

Peter G. Bullough, MD

### Attending Pathologists

Manjula Bansal, MD

Edward F. DiCarlo, MD

Michael J. Klein, MD

### Assistant Attending Pathologists

Christine G. Moung, MD

Giorgio Perino, MD

### Chief of Blood Bank and Attending Hematologist and Immunohematologist

David L. Wuest, MD

### Associate Attending Hematologist and Immunohematologist

Lilian M. Reich, MD

## Department of Physiatry

---

### Physiatrist-in-Chief and Director

Joseph H. Feinberg, MD

### Physiatrist-in-Chief Emeritus

Gregory E. Lutz, MD

### Director of Education

James F. Wyss, MD, PT

### Fellowship Director

Peter J. Moley, MD

### Director of Quality and Safety

Paul Cooke, MD

### Attending Physiatrist

Joseph H. Feinberg, MD

### Associate Attending Physiatrist

Gregory E. Lutz, MD

### Assistant Attending Physiatrists

Vincenzo Castellano, MD  
Alice Chen, MD  
Paul M. Cooke, MD  
Stephen G. Geiger, MD  
Jonathan S. Kirschner, MD  
Christopher Lutz, MD  
Elizabeth M. Manejías, MD  
Peter J. Moley, MD  
Alexander C. Simotas, MD  
Jennifer L. Solomon, MD  
Vijay B. Vad, MD  
James F. Wyss, MD, PT

### Consulting Staff

Rock G. Positano, DPM, MSc, MPH  
(Podiatric Medicine; Non-  
Surgical Foot and Ankle)

### Fellows in Physiatry/ Spine and Sports Medicine

Richard Chang, MD  
James Lee, MD  
Michael Nicoletti, MD

## Department of Radiology and Imaging

---

### Chairman

Hollis G. Potter, MD

### Vice Chairman

John A. Carrino, MD, MPH

### Radiologists-in-Chief Emeriti

Robert H. Freiburger, MD  
Helene Pavlov, MD

### Director of Fellowship Training

Carolyn M. Sofka, MD

### Director of Resident and Medical Student Training

Douglas N. Mintz, MD

### Co-Directors of Research

Theodore T. Miller, MD  
(Clinical Review Panels)  
Hollis G. Potter, MD

### Attending Radiologists

John A. Carrino, MD, MPH  
(Vice Chairman, Radiology)  
Bernard Ghelman, MD  
Richard J. Herzog, MD  
(Chief, Teleradiology)  
Theodore T. Miller, MD  
Helene Pavlov, MD  
Hollis G. Potter, MD  
(Chairman, Magnetic  
Resonance Imaging)  
Robert Schneider, MD

### Associate Attending Radiologists

Eric A. Bogner, MD (Chief,  
MSK Computed Tomography)  
Douglas N. Mintz, MD  
Gregory R. Saboeiro, MD  
(Chief, Interventional  
Radiology & Ultrasound)  
Carolyn M. Sofka, MD

### Assistant Attending Radiologists

Alissa J. Burge, MD  
Yoshimi Endo, MD  
Li Foong Foo, MD  
Shari T. Jawetz, MD  
Gabrielle P. Konin, MD  
Darius P. Melisaratos, MD  
Ogonna K. Nwawka, MD  
Elizabeth Schultz, MD  
Darryl B. Sneag, MD

### Fellow in MRI

Angela Li, MBBS

### Fellows in Musculoskeletal Radiology

Nicholas Galante, MD  
Harry Greditzer, IV, MD  
Shefali Kothary, MD  
Russell Meyer, MD  
Satinder Rekhi, Jr., MD

## Department of Rehabilitation Medicine

---

### Director and Chief

Michael M. Alexiades, MD

### Director and Chief Emeritus

Leon Root, MD

## Honorary Staff

---

Peter G. Bullough, MD  
(Pathology and Laboratory  
Medicine)  
Stephen W. Burke, MD  
(Orthopedic Surgery)  
Charles L. Christian, MD  
(Medicine)  
Robert H. Freiburger, MD  
(Radiology and Imaging)  
Lawrence J. Kagen, MD  
(Medicine)  
David B. Levine, MD  
(Orthopedic Surgery)  
Peter Tsairis, MD  
(Neurology)

## Welcome to New Physicians

---

Todd J. Albert, MD  
Craig L. Basman, MD  
Jennifer M. Berger, MD  
John A. Carrino, MD, MPH  
Chad M. Craig, MD  
Kenton H. Fibel, MD  
Miriam B. Hoffman, MD  
Jonathan S. Kirschner, MD  
Lindsay S. Lally, MD  
Moira M. McCarthy, MD  
Danyal H. Nawabi, MD  
Ogonna K. Nwawka, MD  
Romona D. Satchi, MD  
Darryl B. Sneag, MD  
Samuel A. Taylor, MD  
Brett G. Toresdahl, MD  
David A. Wang, MD

## Research Division

### Chief Scientific Officer

Steven R. Goldring, MD

### Associate Chief Scientific Officer and Director of Basic Research

Lionel B. Ivashkiv, MD

### Director of Clinical Research

Robert N. Hotchkiss, MD

### Director of Healthcare Research Institute

Stephen Lyman, PhD

### Senior Scientists

Todd J. Albert, MD  
David W. Altchek, MD  
Franck Barrat, PhD  
Carl Blobel, MD, PhD  
Oheneba Boachie-Adjei, MD  
Richard S. Bockman, MD, PhD  
Adele L. Boskey, PhD  
Mathias P. Bostrom, MD  
Frank P. Cammisa, Jr., MD  
Charles N. Cornell, MD  
Mary K. Crow, MD  
Stephen B. Doty, PhD  
Mary Goldring, PhD  
Steven R. Goldring, MD  
Steven B. Haas, MD  
Jo A. Hannafin, MD, PhD  
John H. Healy, MD  
David L. Helfet, MD  
Richard Herzog, MD  
Lionel B. Ivashkiv, MD  
Joseph M. Lane, MD  
Thomas J. A. Lehman, MD  
Spencer Liu, MD  
Michael D. Lockshin, MD  
Joseph A. Markenson, MD  
Robert G. Marx, MD  
Stavros Memtsoudis, MD, PhD  
Stephen A. Paget, MD  
Helene Pavlov, MD  
Alessandra Pernis, MD  
Hollis G. Potter, MD  
Scott A. Rodeo, MD

Jane E. Salmon, MD  
Eduardo A. Salvati, MD  
Thomas P. Sculco, MD  
Nigel E. Sharrock, MB, ChB  
Peter A. Torzilli, PhD  
Russell F. Warren, MD  
Andrew J. Weiland, MD  
Thomas L. Wickiewicz, MD  
Scott W. Wolfe, MD  
Timothy M. Wright, PhD

### Associate Scientists

Frank A. Cordasco, MD  
Jonathan T. Deland, MD  
Xianghua Deng, MD  
Edward DiCarlo, MD  
Doruk Erkan, MD  
Mark P. Figgie, MD  
Federico P. Girardi, MD  
Robert N. Hotchkiss, MD  
Gregory A. Liguori, MD  
Theresa Lu, MD, PhD  
Stephen Lyman, PhD  
C. Ronald MacKenzie, MD  
Suzanne A. Maher, PhD  
Carol A. Mancuso, MD  
Bryan J. Nestor, MD  
Stephen J. O'Brien, MD  
Paul Edward Purdue, PhD  
Bernard A. Rawlins, MD  
Laura Robbins, DSW  
Inez Rogatsky, PhD  
Lisa R. Sammaritano, MD  
Harvinder S. Sandhu, MD  
Michael Urban, MD  
William F. Urmev, MD  
Geoffrey H. Westrich, MD  
Riley J. Williams III, MD

### Assistant Scientists

Celeste Abjornson, PhD  
Alissa J. Burge, MD  
Yurii Chinenov, PhD  
Matthew E. Cunningham, MD, PhD  
Chitra Dahia, PhD  
Aaron Daluiski, MD  
Emily R. Dodwell, MD  
Xiaoyu Hu, MD, PhD

Russel C. Huang, MD  
George Kalliolias, MD, PhD  
Kyriakos Kirou, MD  
Matthew F. Koff, PhD  
Darren R. Lebl, MD  
Lisa A. Mandl, MD  
Kyung-Hyun Park-Min, PhD  
Giorgio Perino, MD  
Cathleen L. Raggio, MD  
Bruce Rapuano, PhD  
Andrew A. Sama, MD  
Gisela Weskamp, PhD  
Jacques T. Yadeau, MD, PhD  
Xu Yang, MD  
Baohong Zhao, PhD

### Instructors

Scott DeNegre, PhD  
Laura T. Donlin, PhD  
Jessica K. Gordon, MD  
Hongqiang Guo, PhD  
Carl Imhauser, PhD  
Thorsten Maretzky, PhD  
Miguel Otero, PhD  
Sarah Pownder, DVM  
Xiaoping Qing, MD, PhD

### Visiting Scientists

Hayden-William Courtland, PhD  
Anna Fahlgren, PhD  
Min Wang, MD, PhD  
Wei Zhu, PhD

### Fellows in Research

Kirsty Culley, PhD  
Mikhail Olferiev, MD  
Irina Z. Sagalovskiy, PhD  
Yingli Shang, PhD

### Scientists Emeriti

Madhu Bhargava, PhD  
Nathan Brot, PhD  
Peter G. Bullough, MD  
Albert H. Burstein, PhD  
Charles L. Christian, MD  
Allan E. Inglis, MD  
Robert C. Mellors, MD, PhD  
Aaron S. Posner, PhD  
Philip D. Wilson, Jr., MD

### Adjunct Senior Scientists

Donald Bartel, PhD  
Carl Nathan, MD  
Margaret Peterson, PhD  
Paddy Ross, PhD  
Thomas Santner, PhD  
Marjolein van der Meulen, PhD

### Adjunct Associate Scientists

Robert Blank, MD, PhD  
Lawrence Bonassar, PhD  
Lara Estroff, PhD  
Hassan Ghomrawi, PhD  
Philip Giampietro, MD, PhD  
Elizabeth Kozora, PhD  
Elizabeth Lachs, MD  
Daniel MacDonald, PhD  
Nancy Pleshko, PhD  
Luminita Pricop, MD  
Licia Sella, MD, PhD  
Animesh Sinha, MD, PhD

### Adjunct Assistant Scientists

Asheesh Bedi, MD  
Nikolaus Binder, MD  
Jonathan Bourne, PhD  
Chris Chen, PhD  
Robert Closkey, MD  
Eve Donnelly, PhD  
Eugenia Giannopoulou, PhD  
Melanie Harrison, MD  
Peter Kloen, MD  
Dejan Milentijevic, PhD  
Lance Silverman, PhD  
Aasis Unnanuntana, MD  
Sinisa Vukelic, PhD

### Adjunct Instructors

Yingxin Goa, PhD  
Diana Goldenberg, MD

# Management & Volunteers

(April 1, 2015)

## Executive Officers

---

Shapiro, Louis A.  
*President and  
Chief Executive Officer*

Goldstein, Lisa  
*Executive Vice President and  
Chief Operating Officer*

Malakoff, Stacey  
*Executive Vice President for  
Finance and Chief Financial Officer*

Margolin, Constance B.  
*Executive Vice President and  
Chief Legal Officer*

## Senior Vice Presidents

---

Bianco, Ralph  
*Operations*

Cioppa-Mosca, JeMe  
*Rehabilitation Medicine*

Goldberg, Stephanie J.  
*Patient Care  
Chief Nursing Officer*

Gould, Marc  
*Finance Administration*

Krna, Catherine D.  
*Service Lines*

Merle, Robin  
*Development  
Chief Development Officer*

Nelson, Jamie M.  
*Information Technology  
Chief Information Officer*

Robbins, Laura  
*Education and Academic Affairs*

Slawitsky, Bruce  
*Human Resources and  
Service Excellence*

## Vice Presidents

---

Angelo, C. Mark  
*Operational Excellence*

Bell, Stephen  
*Finance Administration*

Crowley, Richard  
*Physician Services*

Englehart, John  
*Chief Marketing Officer*

Grassia, Vincent  
*Research Administration*

Horvath, Michelle  
*Quality Management*

Kennett, William  
*Supply Chain*

Kurtz, Sharon L.  
*Corporate Compliance*

Lo Basso, Ann  
*Nursing Administration*

Nolan, Robert  
*Payor Strategy*

Perez, Ronald  
*Perioperative Services*

Wencak, Walter J.  
*Revenue Cycle*

## Assistant Vice Presidents

---

Buscemi, Peter  
*Financial Planning and Budget*

Clark, Thomas P.  
*Human Resources*

DeNegre, Scott  
*Operational Excellence*

Flics, Susan  
*Operations*

Guarneri, Marcello  
*Finance Administration*

Guillot, Ricky  
*Nursing Administration*

Knaus, Matthew J.  
*Patient Financial Services*

Lazo, Cristian  
*Physician Services*

Lovece Ross, Stephanie  
*Laboratory Medicine*

Melia, Joanne  
*Risk Management*

Murray-Weir, Mary  
*Rehabilitation Medicine*

O'Brasky, Martha  
*Education and Academic Affairs*

Oppenheimer, Justin  
*Service Lines*

Pearlman, Elizabeth A.  
*Information Technology*

Rentas, Jennifer  
*Service Lines*

Sweeney, Brian P.  
*Financial Planning and Budget*

White, Edward  
*Radiology and Imaging*

## Controller

---

Spencer Jr., George  
*Finance Controller*

## Senior Directors

---

Agboola, Bashir A.  
*Information Technology*

Ansorge, Andrea G.  
*Corporate Compliance*

Bissinger, Catherine C.  
*Development*

Bosanko, Roberta  
*Finance ICD 10*

Calcano, Emil A.  
*Sports Marketing*

Casceillo, David J.  
*Information Technology*

Cohen, Karen  
*Information Technology*

Collura, Philip  
*General Accounting*

Finerty, Eileen  
*Nursing Administration*

Fisher, Charles  
*Rehabilitation Medicine*

Gleich, Andres  
*Finance-Revenue Planning*

Goldsmith, Sandra  
*Public and Patient Education*

Januska, Maureen  
*Patient Accounting*

Karp, Randi A.  
*Human Resources*

Kaufman, Reesa  
*Development*

Kohli, Inderpal S.  
*Information Technology*

Kovac, Jessica  
*Service Line Management*

Madonia, Julie A.  
*Rehabilitation Medicine*

Maldari, Ralph A.  
*Ambassador Services*

Neihart, Benjamin  
*Development*

Nestman, Cory  
*Nursing Administration*

O'Brien, Cathi  
*Rehabilitation Medicine*

O'Malley, Matthew  
*Satellite Operations*

Parnofiello, Joanne  
*Human Resources*

Pelaez, Julie  
*Digital Communications*

Pizzi, Matthew F.  
*Financial Planning and Budget*

Plante, Rodney S.  
*Information Technology*

Quinlan, Patricia  
*Nursing Administration*

Sadler, Ross  
*Managed Care*

Sheehan, Rachel  
*Brand Marketing and Analytics*

Stack, Roberta  
*Anesthesia*

Taylor, Melissa R.  
*Patient Registration*

VanVelzor, Brian  
*International Center*

Westort, Steven W.  
*Finance Administration*

Williams, Donna  
*Financial Planning and Budget*

Chao Wu  
*Chief Patient Experience Officer*

Zenkewich, Peter  
*Material Management  
and Bioengineering*

## Executive Directors

Dworkin, Eric  
*PHO*

Fleury Jr., Richard  
*Radiology Practice Operations*

Schwab, Rise  
*Research Administration*

## Directors

Abbruzzese, Giovanni  
*Safety*

Barone, Mary  
*Stamford OPC-Administration*

Bogle, Maureen  
*Medical Staff Services*

Bonanno, Lenny  
*Environmental Services*

Bosanko, Glenda M.  
*ICD 10*

Brendel, Robin  
*Satellite Operations*

Burford, Ellen T.  
*Risk Management*

Cardamone, Susan  
*Anesthesia, Administration*

Carollo, James P.  
*Finance-Revenue Planning*

Carr, Karen  
*Research Administration*

Conti, Frank D.  
*Engineering-Administration*

Cruz, William  
*Development*

Cunningham-Faughnan, Theresa  
*Research Administration*

Dalley, Lydia  
*Service Excellence*

De Simone, Jonna N.  
*Physicians Assistant*

Decorato, Karen  
*Continuum of Care Service*

DiGiacomo, Robert  
*Rehabilitation Medicine*

Edelstein, Jaime  
*Rehabilitation Medicine*

Elogoodin, Bella  
*Visitor Services and Family Atrium*

Ennis, Marcia K.  
*Education Publications and  
Communication*

Foiles, Donald  
*Security*

Forbes, Meredith  
*Development*

Garber, Alessandra T.  
*Development*

Garrison, Glenn W.  
*Prosthetics and Orthotics*

Goldberg, Allison H.  
*Professional Education*

Goldberg, Lawrence  
*Human Resources*

Gonzalez, John  
*OR Inventory and Distribution*

Grande, Allison  
*International Learning and Training*

Grote, Rebekah  
*Development*

Hillstrom, Howard  
*Motion Analysis*

Horton, Roberta  
*Social Work Programs*

Jurik, Chris  
*Financial Planning and Budget*

Kalman, Eden  
*Food and Nutrition Services*

Kuba, Tzipora  
*Research Administration*

Langone, Troy D.  
*OR Materials Management*

Lawrence, Nicole K.  
*Professional Education*

Leynes, Teresita A.  
*Radiology Nursing*

Lipman, Joseph D.  
*Biomechanics*

Lorenz, Gregory  
*Information Technology*

Menzie, Holly J.  
*Development*

Merenda, Robert  
*Information Technology*

Monsky, Nicole  
*Service Line Marketing*

Monteleone, Joseph A.  
*Human Resources*

Nguyen, Joseph T.  
*Biostatistics*

Nussbaum, Leigh A.  
*Department of Medicine*

Oettinger, Sr. Margaret  
*Pastoral Care*

Page, Carol  
*Rehabilitation Medicine*

Plante, Rodney S.  
*Information Technology*

Pobliner, Joseph  
*Environmental Services*

Rhoss, Gwendolyn  
*Admitting/Patient Access  
Services*

Rispaud, Glenn  
*Health Information Management*

Roberts, Timothy  
*Academic Training*

Rounds, Donna  
*Research Administration*

Sackman, Sandra  
*Administrative Offices*

Schwartz, Rachelle  
*Case Management*

Starr, Elizabeth  
*Clinical Documentation*

Stern, Sam  
*Information Technology*

Swenson, Mark  
*Research Administration*

Tanenbaum, Lauren  
*Service Line Management*

Titmuss, Matthew P.  
*Rehabilitation Medicine*

Tokmanian, Norair  
*General Accounting*



Topor, Lawrence S.  
*Managed Care*

Tsai, Krystle A.  
*CHARM Center*

Vassallo, Sherrie  
*Clinical Research,  
Sports Medicine*

Wegner, Frank  
*General Accounting*

Wessolock, Robert  
*Pharmacy*

Willett, Tracy  
*Nursing Administration*

Williams, Denise C.  
*Organizational Development*

Williams, Douglas J.  
*Neurological Service*

Wojno, Nicole J.  
*Rehabilitation Medicine*

Wukovits, Barbara  
*Anesthesiology*

Wurzbarger, Robert  
*Research Administration*

Yip, Tina  
*Pharmacy,  
Chief Pharmacy Officer*

Yondorf, Wendy  
*Volunteers*

## Administrative Directors

---

Hargett, Mary J.  
*Anesthesiology*

Katkin, Pamela  
*Physicians Assistants*

Smith, Christopher J.  
*Radiology and Imaging*

## Patient Care Directors

---

Baragiano, Marita A.  
*Ambulatory Care Center*

Crescenzo, Carol  
*Pre Surgical Screening*

DiLorenzo, Geraldine  
*6 East*

Gray, Bridget P.  
*Hand and Foot Center*

Hansen, Vaughn D.  
*4th floor PACU*

Hoffmann, Jayne M.  
*Pre Surgical Screening*

Holmes, Keesha  
*Special Procedures Unit,  
75th Street*

Keenan, Maura  
*Pediatrics-Outpatient  
and Inpatient*

Leff, Linda  
*Infusion Therapy*

Leveille-Charles, Viviane  
*7 East*

Ostrofsky, Donna M.  
*Ambulatory Surgery Director*

Park, Imsoo  
*Operating Room*

Persaud, Richard  
*11 East Inpatient*

Pollino-Tanner, Julie A.  
*10 East*

Ryan, Noreen  
*Ambulatory Surgery Pre & Post*

Sass, Kerry Ann  
*8 East*

Sohan, Nadia J.  
*5 East South*

## Hospital Chaplains

---

Chaplain Chenault Conway  
Chaplain Margo Heda  
Chaplain Alice Kim  
Sr. Margaret Oettinger, OP  
Chaplain Margaret Tuttle  
Dominican Friars Health  
Care Ministry

## Volunteers

---

**50 Years or Over**  
Mrs. Charles Bannerman

**30 Years or Over**  
Mrs. Robert H. Freiberger

**25 Years or Over**  
Ms. Maria-Elena Hodgson  
Ms. Judith Johnston-Grogan  
Ms. Rose Ponticello

**20 Years or Over**  
Ms. Barbara Brandon  
Ms. Anita Cruso  
Ms. Lauren Fox  
Ms. Barbara Groo  
Ms. Brunilda Iturralde  
Ms. Dola Polland  
Ms. Doris Wind

**15 Years or Over**  
Ms. Diane Albano-Keller  
Mr. Norman Elia  
Ms. Frances Frank  
Mrs. James Graham, Jr.  
Ms. Geraldine McCandless  
Ms. Mary Murphy  
Ms. Marie Sherry  
Dr. Beth Viapiano  
Ms. Lee Weber

**10 Years or Over**  
Ms. Anery Aste  
Ms. Bernarda Berard  
Mr. Frederick Chiao  
Mr. Blaine Keller  
Ms. Jenny Lin  
Ms. Desiree Lowe  
Ms. Bette Nelson  
Ms. Bebe Prince  
Ms. Gail Starler  
Ms. Serena Steinfeld

## 5 Years or Over

Ms. Alice Buedden  
Ms. Elaine Burn  
Ms. Lynne Calman  
Ms. Judith Campbell  
Mr. Herbert Feldstein  
Ms. Lena Franko  
Ms. Rosario Gaddi  
Ms. M.W. Harper  
Ms. Ann Hopkins  
Mr. Frederick Jacobson  
Mr. Alexander Lazar  
Ms. Julia Lipovac  
Ms. Sarah Macdonald  
Mr. Shukhrat Maksumov  
Ms. Irene McParland  
Ms. Olympia Osborne  
Ms. Cynthia Rockland  
Ms. Arlene Shiller  
Ms. Lorell Smith  
Ms. Winifred Speyer  
Ms. Irene Taylor

# Leadership Councils

Hospital for Special Surgery is proud to recognize our Councils — leadership groups dedicated to advancing the missions of important services at the Hospital.

## Pediatric Council

The Pediatric Council is dedicated to furthering the mission and goals of the Lerner Children's Pavilion, the "hospital-within-a-hospital" for children at HSS. The Council aims to increase awareness of the Hospital's expertise in pediatric musculoskeletal medicine. Additionally, the group raises critical financial support for patient care and cutting-edge research. Council members also lead special projects, including helping to strengthen the Hospital's Child Life Program and planning art exhibitions to enhance the environment of care in the Pavilion.

### Leadership

Monica A. Keany  
Lara Lerner  
Roger F. Widmann, MD

### Members

Kenna Brockriede  
Kimberly Cantor  
H. Susan Cha, MD  
Sheree Chiou  
Erica Christensen  
Catherine Corry  
Alexander & Erica Crisses  
Laura Dartnall  
Mary Ann Deignan  
Katherine Doerge  
Daniel W. Green, MD  
Lisa S. Ipp, MD  
Maura Keenan, RN  
Kim Klimczak  
Mariko & Matt LeBaron  
Alison Locker, PhD  
Violeta Dela-Cruz Paluszek  
Corrente Schankler  
David M. Scher, MD  
Michael Shweky

## Rheumatology Council

The HSS Rheumatology Council is dedicated to advancing the mission of the Hospital and its clinical, scientific, and educational activities related to rheumatologic, autoimmune, and inflammatory illnesses. Its primary goals are fundraising for and raising awareness of the work being conducted by the Division of Rheumatology, as well as educating the public about rheumatologic disease.

### Leadership

Susan W. Rose  
Connie Anne Phillips  
Mary K. Crow, MD

### Members

Vivian P. Bykerk, MD  
Jennifer Drukier-Birnbaum  
Stephan Feldgoise  
Renee Flug  
Catherine Green  
Marla LEMONIK  
Alana B. Levine, MD  
Amy Pennington  
Jane E. Salmon, MD  
Manon Slome  
Margaret Smith  
Robert F. Spiera, MD  
Beth Ann & John Voulgaris  
Patricia G. Warner

## Spine Care Institute Council

The Spine Care Institute Council is dedicated to supporting the mission of the HSS Spine Care Institute (SCI), a comprehensive, multi-disciplinary center of excellence for the care of spine pathology. Founded in 2010, the SCI provides the highest standard of patient care, advances cutting-edge research, and educates both professional colleagues and the public. Ultimately, activities conducted in the SCI drive dramatic improvements in the treatment and outcomes of patients with spinal disorders. By raising essential philanthropic support, the Council helps to advance important clinical, research, and educational programs in the SCI.

### Leadership

Bob Devlin  
John Myers  
Frank P. Cammisa, MD

### Members

F. Harlan Batrus  
William K. Caler, Jr.  
Mario J. Gabelli  
Yves-Andre Istel  
Dennis M. Kass  
Theodore Kesten  
Bryan P. Marsal  
Michael Perlmutter  
Paul E. Purcell  
Raymond G. Viault  
Stephen D. Wehrle  
W. Hall Wendel, Jr.  
William F. Whitman, Jr.

# Planned Giving

## The Wilson Society

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Named for former Surgeons-in-Chief Dr. Philip D. Wilson, Jr. and the late Dr. Philip D. Wilson, Sr., the Wilson Society recognizes donors during their lifetimes for including the Hospital in their estate plans. Wilson Society members are helping HSS continue its tradition of compassionate, unparalleled medical care far into the future.

### Wilson Society Members

Leo Baer  
Susan Bard  
Raymond J. Benoit  
Anne Blatt  
John R. Bockstoce, PhD  
Jo-Ann Bongiorno  
Marcia Budd  
Alfred J. and Ann Buescher  
Eliane Bukantz  
Maryann Caliri  
Mildred Carroll  
H. James Caulkins  
Stephanie Chisholm  
Edward T. Cooper  
Valerie D'Angelo  
Edith M. Damm  
Helen Ann DeSimone, DDS  
David M. Dines, MD  
Judith S. Dronzek  
Anne and Joel Ehrenkranz  
David C. Facer  
Mark P. Figgie, MD  
Lorrie Fox  
Rosemary Franck  
Rose Franzone  
Constance Frederick  
Sheryl Gold  
Ann Gregory, PhD  
Edmund A. Grossman  
David Halloran  
Charles J. Hamm  
Genan Holder  
Heidi M. Holterbosch  
Margaret V. Howard  
Yves-Andre Istel  
Frederick L. Jacobson  
Judith A. Jedlicka  
Michelle Jenkins  
Peter H. Judd  
Carol Klapper  
Robert S. Krause  
Robert S. Kreisler  
Norma Levitt

Rafael A. Lopez  
Robert A. Lorelli  
Honey J. Low  
Donna MacCrae  
Kathy and C. Ronald MacKenzie, MD  
Herbert J. Maletz  
Barbara and Richard Marks  
Kathleen T. May  
Mary Ferris McCormack  
James McMillen  
J. Donald McNamara  
Irene Meister, PhD  
Peter D. Meltzer  
Robin Merle  
Robert Meyer  
Hermina Mikolic  
James T. Mills  
Ann and Alan Mintz  
Marilyn Mittleman  
David M. Mixer  
Dr. Donna D. Morgan  
Arlene Murry  
Jean Nathan  
Irwin Nydick, MD  
Martha Frish Okabe  
Leigh G. Overtone  
Stephen A. Paget, MD  
Aldo Papone  
Anthony Plesner  
Samuel S. Polk  
Diane P. Price  
Richard S. Price  
Elissa Querze  
Christiane A. Ramirez  
Daniel I. Richman, MD  
Gloria Roma  
Edwin G. Roos  
Leon Root, MD  
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The newly-founded Wilson Society Advisory Council comprises a premier group of estate and financial planning specialists who serve as ambassadors for the Hospital and advise HSS on matters related to their areas of expertise.

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HSS appreciates every legacy gift, and we remember with gratitude those whose gifts were received in 2014. These generous and thoughtful donors provided nearly \$36 million in support, playing an important role in the success of the Hospital and our efforts to provide patients with the most exceptional musculoskeletal care.

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## Grateful Adventurers



There aren't many mountains that scare Alan and Ann Mintz. After decades of adventures, they have no intention of slowing down. They

credit HSS with keeping their joints up to the task. The Hospital is grateful for their generosity and friendship.

Having just been dropped by helicopter onto the side of a snow-blanketed mountain, Alan and Ann Mintz adjusted their gear one last time before descending. As they stared down at the ungroomed slope, complete with a 25-foot jump, a young skier tapped 72-year-old Alan on the shoulder. "You know," he said, "most people your age would have stopped doing this twenty years ago."

Whether they're heli-skiing, scaling the Himalayans, or biking through remote corners of the world, Alan and Ann have an undeniable lust for life. "When it comes to these sports, we don't plan on hanging it up anytime soon," says Ann. "It's our passion to keep at it."

Unsurprisingly, their passion has taken a toll on many of their joints and ligaments. Alan and Ann have each faced multiple procedures and replacement surgeries brought on by the stress of a hyper-athletic life. The Mintzes first came to

HSS 16 years ago when Alan suffered a knee injury on the slopes in Vail, Colorado, not far from their home. A local surgeon was prepared to rush Alan into surgery when a good friend urged Alan to call a physician at HSS for a second opinion.

"That advice made all the difference," recalls Alan. "I was instructed to hold off on surgery for several weeks until the knee stabilized." Alan did exactly that before ultimately coming to HSS for his surgery. "The procedure went perfectly, and my knee has held up beautifully after all this time, in spite of everything I do to it!" he says. "Now we have all our repairs done at HSS, and we send everyone we know to Special Surgery."

Ann, a former registered nurse, believes that it is HSS's unmatched focus on providing the highest quality care and delivering unsurpassed results for patients that makes it so special. "You really experience total care here, from

the way they prepare you for surgery, to how quickly they get you up, moving, and back to your home and life," she says. "After my knee replacement I was on the tennis courts within two months, without pain and without a brace."

Through it all, the Mintzes have yet to slow down, a fact to which they credit HSS. "HSS restored our mobility and that's been so important to our lives," says Alan. As an expression of gratitude for the care they have received, Alan and Ann were inspired to include HSS in their philanthropy. "We want to help HSS provide as much benefit to others as possible." They have made generous annual gifts and recently included HSS in their estate plan, joining the Hospital's legacy Wilson Society. "We know that HSS puts their resources to the best possible uses," says Alan. "HSS keeps people doing what they want to do, and we are proud to help an organization that changes lives."

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