HSS is dedicated to improving the health of our communities, partnering with hospitals and practitioners around the world, and maintaining competitive training programs for our residents, fellows, and visiting trainees. Today, bolstered by innovations in technology and shared leadership, we are extending our reach and influence to HSS regional outpatient centers and the global community—enabling us to educate even more people who benefit from our role as the most trusted educator in musculoskeletal medicine.
The HSS Education Institute connects community members, students, physicians, and researchers with opportunities to expand their knowledge and advance their skills.
From New York City to China, Greece, Brazil, South Korea, and Ghana, HSS has extended its educational programs far and wide to enhance the knowledge of physicians, public health professionals, athletic trainers, and people from all walks of life.

HSS hosted 407 academic visitors from around the world

Global Academic Partnerships provided education to more than 19,000 international professionals
Sharing Our Leadership with the World
HSS has a history of partnering with major musculoskeletal institutions around the world to present exceptional educational initiatives. In 2017 we launched two new communication vehicles to publicize these efforts.

HSS GlobalLink focuses on programs that share our knowledge and information with a global community. The goal of this publication is to highlight our global partnerships and promote opportunities to advance musculoskeletal health around the world. The inaugural issue highlighted the HSS-China Orthopedic Education Exchange (which provides professional educational programs for Chinese orthopedic surgeons and trainees), the HSS International Advisory Council, and partnerships with Hospital Alvorada in São Paulo, Brazil, the Foundation of Orthopedics and Complex Spine (FOCOS) in Ghana, Bumin Hospital Group in South Korea, and the International Society of Orthopedic Centers.

Case Profiles highlight significant progress and key areas of transformation following HSS recommendations and partnerships with Alliance members. The first issue focused on Hospital Alvorada, which made changes in leadership, operating room organization, rehabilitation, and hospital length of stay. As a result of the HSS partnership, Hospital Alvorada put into place a new administrative team that helped the hospital achieve International Joint Commission Accreditation. New leadership in Sterile Processing resulted in increased productivity and quality. Over the course of three years, Hospital Alvorada observed a 30% increase in orthopedic volume. Future issues of Case Profiles will highlight achievements of other Alliance members.

A popular component of the HSS-China Orthopedic Education Exchange includes educational programs at annual symposia held in China. As a result of this programming, which includes live broadcasting and recorded content from didactic lectures and cadaveric surgical demonstration, the impact of Global Partnership programming increased from 1,330 individuals in 2016 to 19,036 in 2017—a more than 14-fold increase.

Supporting Exceptional Skills Abroad
With the longstanding and generous support of the Stavros Niarchos Foundation (SNF), we continue advancing the knowledge and skills of visiting Greek orthopedic surgeons. In 2017, our partnership enabled us to create the HSS-SNF Academic Visiting Observership Program, which allowed us to host four Greek orthopedic surgeons, each for a two-month period. At the 11th Annual HSS Stavros Niarchos Orthopedic Seminar Program, entitled “Complex Primary Knee and Hip Replacement,” we welcomed 15 Greek orthopedic surgeons as well as a former HSS-SNF Fellow. For two days, ten faculty members presented didactic lectures, surgical videos with commentary, and case presentations. Participants also engaged in cadaveric training and operating room observation with faculty. Knowledge transfer continued for these Greek orthopedic surgeons by attending the two-day Annual Knee & Hip Course. Since its inception in 2006, 90 Greek orthopedic surgeons have improved their orthopedic knowledge through the program and taken their skills back to Greece, where they benefit patients and other healthcare providers.

Educating Regional Communities
Along with bringing communities the exceptional care for which HSS is world-renowned, the Hospital has a regional presence for its public education efforts, tailored to the needs of each community. In 2017, 3,183 people attended 142 programs, such as:

- Educational programs for immigrants in the Stamford, Connecticut area delivered by a Spanish-speaking outreach nurse at the Building One Community Center.
- Free Tai Chi for Arthritis classes for older adults at a Stamford senior center.
- Monthly lectures on bone health, hip injuries, back pain, arthritis vs. osteoporosis, and workplace ergonomics.

Technology now enables HSS to livestream programs from the New York City campus to the HSS outpatient centers in Long Island and Paramus, New Jersey.
A Commitment to Safe Sports

“Getting athletes back in the game” has long been a mantra of HSS. Keeping them from ever having to leave the game is the goal of partnerships launched between HSS and regional sports organizations to enhance the health of athletes of all ages and abilities, from the youngest students to professionals.

In February 2017, HSS teamed up with the Professional Football Athletic Trainers Society (PFATS) to provide an Education Symposium for Athletic Trainers associated with the NFL during the NFL’s annual combine. The Symposium offered Board of Certification (the accrediting body for Athletic Trainers) evidence-based practice category hours/continuing education units and reached 136 Certified Athletic Trainers across the League. This partnership expanded our reach to the Athletic Trainer community and will continue in 2018.

HSS Sports Safety joined forces with regional partners—including high schools, colleges, community sports organizations, professional sports franchises, and health departments in New York, New Jersey, Connecticut, and Pennsylvania—to bring sports safety education to coaches, parents, and children throughout the New York metropolitan region. Through these partnerships, HSS empowers community members to reduce the risk of ACL injury for children through the delivery of impactful public health education programs that emphasize improved movement quality.

Public & Patient education provided more than 9,300 educational and exercise classes to the public

Nearly 1,100 physicians and healthcare providers were credentialed at HSS in 2017
Partnering to Improve the Health of Older Chinese New Yorkers

HSS created the Asian Community Bone Health Initiative (ACBHI) to help older Asian adults in New York better manage chronic musculoskeletal conditions and to increase access to care in this medically underserved community. HSS presented two culturally relevant educational workshops and exercise programs in 2017 that drew more than 130 people at two new partner sites: Visiting Nurse Services of New York and Mott Street Senior Center. Participants reported decreased pain, stiffness, and fatigue and an improvement in their quality of life. Moreover, a partnership between ACBHI and the HSS-China Orthopaedic Education Program brought visiting Chinese-speaking clinical experts to educate Asian residents residing in Chinatown, greatly impacting our constituents by providing a speaker familiar with Chinese language and culture.

The Credentialing, Privileging & Onboarding Task Force

HSS has extended its presence throughout the New York metropolitan area. With this comes an expansion of operations to meet the increased volume of patients coming through our doors—and that, in turn, means more staff members are joining our ranks. To handle this increase, the Credentialing, Privileging & Onboarding Task Force was established to improve workflows surrounding practitioner onboarding. The work group connects with departments involved in practitioner onboarding—including Physician Practice Management, Human Resources, Corporate Compliance, Information Technology, the Center for Advanced Practice Nursing, Physician Assistants, and Risk Management—to analyze workflows, eliminate redundancies, and enhance the efficiency of the onboarding process. This approach will likely reduce the time required for faculty appointment and accreditation and facilitate the onboarding and credentialing of new clinicians.

In 2017, HSS trained 46 residents, 70 fellows, 73 medical students and 477 GME trainees.
Educational initiatives at HSS are available for a wide range of ages and abilities—from high school students to residents, fellows, and other Hospital staff. Over the years, HSS has incorporated new technologies and formats, keeping educational content fresh and engaging while contributing to the future of musculoskeletal medicine.
Advancing the Curriculum
Advances in orthopedics and rheumatology are taking place at an accelerating rate. The Professional Education Council is proactively collaborating with Service chiefs and education directors from different areas—such as Adult Reconstruction & Joint Replacement, the Sports Medicine and Spine Services, and the Rehabilitation Department—to identify curriculum priorities and create new content. These partnerships culminated in 13 onsite courses, 6 live webcasts, 18 webinars, and 165 on-demand modules. As a result of these collaborations, multi-year professional education curriculum plans were created for 15 clinical Services across the Hospital.

Learning to Lead
Acquiring and excelling in surgical skills is one aspect of orthopedic resident training at HSS, but learning to run a practice and build a professional career requires a different set of skills. To arm residents with those skills, the Leadership in Academic Medicine Resident Forum was presented at the HSS Alumni Meeting in fall 2017. Created in 2016, the leadership curriculum focuses on topics such as effective management, different types of leadership, and efficient teamwork in a healthcare setting.

Let the Games Begin
In October 2017, 32 residents (PGY2-5) divided into two teams to test their surgical skills at the first annual HSS Surgical Games—established to bring standardized objective training methods to young surgeons in a fun and competitive environment. Residents tried their hands at four different stations to perform 8-minute procedures, including carpal tunnel repair (on a cadaver), knee arthroscopy (using a simulator), and total knee arthroplasty and a foot/ankle procedure (on plastic models). Each resident was judged on a component of each procedure, and the results were tallied to determine the winning team. The Surgical Games are the first objective measurement of all residents performing a variety of specific orthopedic procedures now integrated into the annual curriculum.

Improving Patient Care Through Quality Initiatives
The Quality Improvement Continuing Education (QICE) Work Group was established in 2013 to identify and implement quality improvement efforts. HSS residents developed the Neurological Assessment of Lower Limbs QICE project in 2014, creating online modules and “boot camps” to train clinicians while refining an algorithm for identification of foot drop—a potential complication of joint replacement surgery that results from nerve damage and needs to be identified and treated quickly, before the damage becomes irreversible. In July 2017, the HSS Medical Board approved the algorithm and guidelines for the project. It is expected that all clinicians will now appropriately identify, escalate, and communicate foot drop, resulting in an improvement in patient outcomes as a result of this QICE initiative.

Learning from Visiting Alumni
Through the Bioskills Education Laboratory (BSEL) Visiting Alumni Program, visiting alumni return to HSS to co-facilitate a specialty lab session and showcase their expertise for residents and fellows. Trainees benefit from the opportunity to network with former residents and fellows. The BSEL provides a simulated surgical training facility with equipment similar to operating rooms, allowing trainees to become familiar with a myriad of devices currently used in orthopedic surgery. The BSEL Visiting Alumni Program exemplifies the commitment of HSS to lifelong learning. In 2017, five alumni returned to HSS to lead educational sessions on hip dislocation, total knee replacement, total hip replacement, repair of knee cartilage defects, and percutaneous fixation of the pelvis.

Educational and Social Services Clinical Review Panel
In March 2017, a new Clinical Review Panel (CRP) for Education and Social Services was initiated to review and approve all protocols utilizing educational as well as social science interventions involving human subjects prior to Institutional Review Board (IRB) submissions. Laura Robbins, DSW, Senior Vice President of Global & Academic Affairs, serves as the Chair, and Titilayo Ologhobo, MPH, Associate Director of Outcomes, Public and Patient Education, serves as the Administrator.

Left to right: Todd Albert, MD; Anil Ranawat, MD; Julie Friedman; Jennifer Hammann-Scala, CST; Peter Sculco, MD; Duretti Fufa, MD; Joy Buechler, NP; Michael Steinhaus, MD; and Cynthia Kahlenberg, MD; during the first HSS Surgical Games
Many new educational and operational initiatives at HSS would not be possible without advances in technology. HSS has long harnessed technological advances in patient care and is taking advantage of communication advances to share our expertise and programming with learners and to enhance the credentialing process.

Several operating rooms contain state-of-the-art video conferencing and live streaming capabilities for a variety of educational opportunities.
**HSS eAcademy®: Education Without Walls**
The e-learning platform HSS eAcademy® continued to grow in 2017, reaching nearly 22,000 musculoskeletal health professionals around the world in 128 countries. Learners engaged in course offerings ranging from Arthroplasty to Rehabilitation and Sports Medicine, viewing content through a variety of formats—including surgical videos, webinars, and on-demand modules. Featured programs in 2017 included the Controlled Substance Education program, HSS Spine Curricula 2017, and HSS Annual Alumni Meeting, in addition to a multitude of new surgical videos from various HSS Services.

**Partnering with Medscape to Share Our Value**
The editorial partnership between HSS and Medscape, established in 2016, gained momentum in 2017 by reaching an additional 100,000 healthcare professionals. On a dedicated co-branded web page (www.medscape.com/partners/hss/public/hss), visitors can access co-created original editorial content as well as licensed original content from HSS eAcademy and Grand Rounds from HSS/Management of Complex Cases. Over 350,000 page views have been accessed by the international Medscape community.

**The Medical Library as Research Partner**
Libraries across the country have become more than book repositories, and the Kim Barrett Memorial Library at HSS is no exception. The Medical Library Advisory Task Force transformed the physical space and is now seeking to expand the virtual space by increasing library technology and online access. In 2017, the library hosted its first “Appy Hour” to showcase various apps that put the resources of the library at the fingertips of its users, whether on or off the HSS campus. A poster presentation summarizing this successful event will be presented at the Medical Library Association’s national meeting in 2018 in Atlanta.

**Enhancing the Credentialing Database**
The credentialing database stores provider demographic data and allows for ongoing monitoring of their licenses, registrations, and certifications. System enhancements in 2017 allowed for increased reports and data management capabilities and streamlined operational efficiency.

**Partnering to Preserve the Past**
HSS Archives partnered with various departments to recognize remarkable accomplishments of HSS employees and highlight the Hospital’s unique history. For example, through a year-long partnership with Anesthesiology, Critical Care & Pain Management and the Education Marketing & Digital Communications Team, HSS Archives created a series highlighting the Anesthesiology Department’s history, research impact and innovations, and visions for the future. In addition, two New York State grants enabled HSS to digitize annual reports and purchase new technology, while a third grant was received from the JBJS Resident Journal Club. These grants support digital growth and partnership.

**Technology as Unifier**
Education Media Services (EMS) provides integrated media solutions for professional, public, and patient education by improving the audio and visual experience while increasing the value, quality, and service of healthcare education. EMS offers tools to reach distant audiences, including global partners and HSS regional sites. In 2017, EMS technology advanced the ability of HSS to integrate the HSS culture throughout the organization. EMS staff collaborated with leaders from Engineering, IT, Marketing, and the Stamford regional office to design and deliver a state-of-the-art meeting space and marketing tool. Along with other technology, a 180-inch screen was successfully deployed, helping to share the HSS roadmap for regional expansion with enhanced access and utilization. This will, in turn, allow HSS to expand its educational programming to public and professional audiences beyond the New York City campus. Staff are now able to access in real-time important meetings at the central campus. These digital connections will enable every regional site to provide programs that are consistent with those offered at the main campus.

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**HSS eAcademy® reached nearly 22,000 professionals in 128 countries**
EXPANDING OUR PRESENCE THROUGH COMMUNICATIONS

Education Marketing & Digital Communications produced a wide range of publications to educate and inform readers about HSS initiatives and educational programs. In addition to the new publication *HSS GlobalLink*, (described on page 3), Education Marketing & Digital Communications created a 20-page guide to the 2017 American Academy of Orthopaedic Surgeons Annual Meeting & Orthopaedic Research Society Meeting, showcasing important orthopedic research presented by HSS faculty.

More than 400,000 full-text articles from HSS Journal were retrieved...
“Links” eNewsletters
Monthly newsletters such as HSS OrthoLink® (for orthopedic surgeons), HSS RheumLink® (for rheumatologists), and HSS RehabLink (for rehabilitation medicine specialists) are distributed via targeted emails that drive awareness of specialty-relevant educational programming announcements and new content from HSS. Readers also benefit from a digest of educational items for their patients. This multi-departmental initiative forges collaborations between Professional Education, Orthopedics, Rheumatology, Rehabilitation, Digital Communications, Marketing, Public Relations, and Social Media.

Connecting Through Social Media
In 2017, we increased our professional audiences on Twitter and LinkedIn by more than 50 percent. HSS connects daily with its professional global community with high-performing posts focused on orthopedics, rheumatology, and sports medicine. This past year, live social media coverage included the HSS Annual Alumni Meeting and the 29th Annual Holiday Knee & Hip Course. HSS also tweeted during the American Academy of Orthopaedic Surgeons 2017 Annual Meeting.

Social media efforts were enhanced for community programming as well, with 10 events posted in 2017 that earned 173 engagements (likes/shares/rsvps) from 8,791 individuals reached. Event posts for Stamford-based programs reached 51,312, with 407 engagements.

National Presentations & Publications
- Joseph Janosky, MS, PT, ATC delivered an oral presentation at the 2017 American Public Health Association meeting titled “Instituting a Unique Public Health Approach to ACL Injury Risk Management.”
- Titilayo Ologhobo, MPH made a presentation at the 2017 American Public Health Association meeting titled “Using a Community Based Participatory Research Approach to Assess and Identify Musculoskeletal Health Needs of a Diverse Community in NYC and Sub-Urban Areas.”
- Linda Roberts, LCSW delivered an oral presentation at the 2017 American Public Health Association meeting titled “Communication Skills Training for Surgical Residents: Learning to Relate to the Needs of Older Adults.”

Awards & Accolades
- Joseph Janosky, MS, PT, ATC received the Best Abstract award titled “Instituting a Unique Public Health Approach to ACL Injury Risk Management” at the 2017 Young Athlete Forum Foundation Conference in Montreux, Switzerland in September.
- HSS Sports Safety was honored as a 2017 What’s Your Play? winner by the Aspen Institute at the 2017 Project Play Summit in Washington, D.C. for taking new, meaningful and specific action to emphasize prevention by developing a free digital ACL workshop for sports coaches.
- HSS was the BOC featured provider in the Fall 2017 issue of AP Update, the Board of Certification’s biannual publication for BOC-approved providers. HSS has been an approved provider of continuing education for Certified Athletic Trainers since 1994.

Numerous HSS print and online communications won awards for design and content in 2017.
- Four Aster Awards including a Gold Award for the Fall 2016 Alumni News; Silver Awards for HealthConnections and the Education to Empowerment spring 2017 calendar; and a Bronze Award for the 2017 Major League Soccer Medical Symposium brochure
- Apex Award of Excellence for Education to Empowerment
- Seven awards from the GD USA American Health & Wellness Design Awards
- Seven awards from the GD USA American Inhouse Design Awards

HSS Journal®
Now entering its 13th year with a redesigned cover, HSS Journal is a peer-reviewed publication featuring original research and review articles encompassing the spectrum of musculoskeletal health and disease. More than 18,000 people receive three printed issues per year, and thousands of institutions worldwide have online access. In addition, after a one-year embargo all articles are freely accessible through PubMed Central®, where last year more than 400,000 full-text articles were retrieved. In February 2017, the journal highlighted papers from Smith & Nephew’s Global Tribology Summit, and in October hosted a live webinar on unicompartmental knee arthroplasty that offered CME credit and related journal articles to a variety of clinicians. An upcoming issue will be devoted to multidisciplinary approaches to the opioid crisis; for information, visit hss.edu/hss-journal-submission-information.
### Financials

#### STATEMENT OF EXTERNAL FUNDING SUPPORT

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<th>Funding Source</th>
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*Other funding sources include royalties and contributions from the HSS Education Institute and other HSS services.

#### 2017 EXTERNAL FUNDING BY SOURCE

- **1%** Academic Visitor Program Fees
- **4%** Commercial Development Fees (BSEL)
- **5%** Corporate Grants
- **1%** Dues
- **4%** Endowments
- **5%** Exhibit Fees
- **30%** Foundation Grants
- **23%** Special Events
- **7%** Registration Fees
- **5%** Other Fundraising Sources
- **1%** Individual Donations
- **14%** Global Partnerships

HSS Sports Safety Program supported by the Dinan Family Foundation
2017 Donors to Education Institute

CORPORATE GRANTS
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Arthrex
Center for Orthopaedic Trauma Advancement
Daiichi Sankyo, Inc.
DePuy Synthes
 Exactech, Inc.
OMeGA
Pfizer
Smith & Nephew
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