Expanding Knowledge,
Extending Reach
We enable everyone at Hospital for Special Surgery (HSS) to work toward the same goals and take responsibility for the collective success of our organization. This approach enables HSS to maintain a long-held commitment to leadership and innovation in education, training, research, and information related to the prevention and treatment of musculoskeletal conditions for local, national, and international communities.

Shared leadership is key to the growth and continued success of Hospital for Special Surgery.

On the cover: HSS Class of 2021 Residents Matthew Conti, MD, Francis Lovecchio, MD, and Jensen Henry, MD, in the Bioskills Education Laboratory.

Right: The HSS Sports Safety Program offers educational programs and tools to promote the safety of youth and high school athletes.
Leadership Councils: Collaborating Toward Success

HSS Education & Academic Affairs Councils provide leadership for the Division and the Hospital. Each Council saw significant achievements in 2016 and charted plans for 2017 in the following areas.

Graduate Medical Education
HSS maintains a focus on innovative GME programming and ensures HSS fellowships, accredited and non-accredited, are the best in the nation. Beta testing of the HSS Leadership Curriculum was also conducted, and a Faculty Development infrastructure will be established in 2017.

Global Endeavors
HSS is identifying opportunities for developing partnerships and business relationships that leverage the Hospital’s academic reputation as the most trusted educator in the musculoskeletal health and medical arena, while providing the highest quality and standards in its program offerings. Examples include the HSS-China Exchange, which provides opportunities for Chinese orthopaedic surgeons and trainees to gain valuable knowledge and experience through professional education programs, and the HSS affiliation with Foundation of Orthopedics and Complex Spine (FOCOS), which supports state-of-the-art orthopaedic care and education in Ghana.

Growth in the Bioskills Education Laboratory
Established in 2000, the Bioskills Education Laboratory (BSEL) at HSS is an extraordinary simulated surgical training facility with equipment similar to that in operating rooms, enabling trainees to become familiar with orthopaedic surgical devices. Opportunities have expanded to include allied professional healthcare training, research, and product development. A recent renovation increased the footprint and capacity of the BSEL and added many state-of-the-art technology enhancements, including a surgical light upgrade (a streamlined design allowing medical staff and students to learn in a true OR setting) and a new arthroscopic simulator with knee, shoulder, and hip modules.

Community Health Programs
Strategic priorities for 2016 included enhanced digital programming, data collection to measure the impact of community programming, increased funding for these programs, assessment of community health needs, and ensuring compliance of community programs with the New York State Department of Health Prevention Agenda. HSS submitted its 2016-2018 Community Service Plan to New York State. This collaborative effort between Public & Patient Education, Department of Social Work Programs and Nursing Education outlines a roadmap to move forward the State’s health prevention agenda.

These important strategic initiatives are overseen by the following councils, often in collaboration with each other:

- Education & Academic Affairs Council
- Graduate Medical Education Council
- Professional Education Council
- Education Modalities Council
- Global Education Council
- Community Benefit & Services Committee

Above: HSS Residency Class of 2021 at Surgical Skills Boot Camp.
Empowering the Leaders of the Future

Teaching physicians and allied health professionals in our labs and operating rooms is just one component of musculoskeletal training. HSS understands that to make a bigger impact on the development of the orthopaedic leaders of the future, we need to teach musculoskeletal health professionals to become leaders—both within our own walls and well beyond.

Partnerships Around the Globe
In addition to being known as a leader in musculoskeletal health and medicine in the United States, HSS has a history of partnering with other major musculoskeletal institutions around the world to present exceptional educational initiatives.

- In 2016, Hospital Alvorada of São Paulo, Brazil became a member of the HSS Global Orthopaedic Alliance. This premier membership network aligns top providers across the globe to advance orthopaedic care and the science of musculoskeletal health.
- HSS continues its strong partnership with Bumin Hospital Group, South Korea, the inaugural member of the HSS Global Orthopaedic Alliance. In 2016, HSS hosted a Grand Rounds video conference for Bumin Hospital staff and welcomed visitors on-site at HSS. An HSS orthopaedic surgeon also presented an overview of total knee arthroplasty at a Bumin Hospital symposium.

Teaching Doctors to Become Leaders
HSS created a new Leadership Curriculum to teach residents and fellows strategies for being a good leader, learning best practices for effective management, and thinking and practicing as leaders. The Resident Leadership Group meets monthly to outline and implement improvements to the residency program. Leadership modules, such as those centered on medical economics and team management, were presented at the November 2016 HSS Annual Alumni Association Meeting and throughout the year.

Refining Mentorship
Mentorship is another vital component of residency leadership training. The Resident Leadership Group revamped the mentoring system, enabling mentors to engage with residents in different ways. Depending on their post-graduate year, residents now have mentors from this group as well as HSS faculty, plus specific mentors to guide research and career development.

HSS named top Orthopaedic Surgery Residency Program in the U.S. by clinical training reputation for the third straight year.

Above: Darryl Sneag, MD, and Duretti Fufa, MD, teaching in the Bioskills Education Laboratory.
Redefining Education: Small Changes, Big Impact

HSS has implemented novel methods of credentialing staff and teaching residents, applying technological advances to daily processes to achieve a significantly greater impact on educational outcomes.

Electronic Credentialing Comes to HSS
HSS employed the Cactus electronic credentialing system in 2016 for residents and fellows, enabling new providers to complete their initial appointment application and submit required documents via the Internet directly into a credentialing database. These changes have streamlined the credentialing process, including initial appointments and reappointments of residents and fellows. Centralized credentialing resulted in a number of benefits:

- Streamlined workflow
- Reduced redundancies and paper files
- Improved customer service
- Enhanced engagement, teamwork, and productivity
- Support for high-quality patient care

A Flipped Approach to Learning
HSS implemented the flipped classroom model in 2015, where orthopaedic residents independently watch prerecorded videos before discussion with the instructors in the classroom. Valuable lecture time can be used to engage with instructors and fellow students, explore high level topics, and address any remaining questions. An audience response system integrated during conference time allows for additional experiential learning. In the 2015/2016 academic year, more than 85% of 49 faculty members participated in some aspect of the flipped classroom approach. Of residents physically present for morning conferences, an average of 75% accessed pre-lecture materials. The flipped classroom model enhances the training of orthopaedic residents by providing an enduring didactic program of orthopaedic foundational concepts.

In 2016, HSS trained
45 residents
71 fellows
61 medical students
434 GME trainees
from other institutions

Over 750 physicians and healthcare providers were credentialed at HSS in 2016

Above: Mathias P. Bostrom, MD, working with HSS residents.
Maintaining leadership in musculoskeletal medicine takes more than exceptional surgical skills. Technology continues to advance at an astounding pace, bringing new tools to providers and instructors that promise benefits for patients, learners, and potential partners. HSS implemented a number of technological advances in 2016 to enhance learning, patient care, and our global reach.

Medscape: Sharing Our Value on a Greater Scale
To further our Direct-to-Professional educational strategy, HSS established a formal Editorial Partnership Agreement with Medscape, supporting our strategic plan to strengthen the reputation of HSS as a global leader in musculoskeletal care and taking HSS eAcademy® to the next level. On the dedicated co-branded web page medscape.com/hss, visitors can access new material as well as licensed HSS content from HSS eAcademy® and Grand Rounds Complex Cases. Medscape reaches over 2.2 million healthcare professionals around the world and amplifies the visibility of HSS, our publications, and our activities for professional audiences.

Navigating the Annual Alumni Meeting by App
HSS has maintained a place in history by advancing technology as it relates to musculoskeletal medicine. Participants in this year’s Annual Alumni meeting embraced a new history-making technology: a customizable mobile device app providing direct access to the meeting's agenda, faculty and participant listings, and program and CME information. The short-term goal was to make the Alumni Meeting as interactive as possible, with a long-term goal of connecting alumni throughout the year, continuing at the 2017 American Academy of Orthopaedic Surgeons Annual Meeting.

Alumni attending the Alumni Meeting utilized a new custom app which provided direct access to meeting information.

Top: The Bioskills Education Laboratory underwent a major renovation in 2016 that increased the facility’s footprint and added state-of-the-art technology.
Left: A view of a Medscape collaboration page available at medscape.com/hss.
Broadening Our Reach Through HSS eAcademy®
Since 2015, HSS eAcademy’s professional education activities increased by 25% to more than 600 offerings. The demand for HSS eAcademy® continues to thrive, with global membership exceeding 19,000 medical professionals participating from over 150 countries. The most popular offerings are surgical videos (with enrollment in these programs tripling since 2015), the fast-growing Sports Emergency Curriculum, and curriculum from the Annual Holiday Knee and Hip course (the most popular curriculum, with nearly 8,000 enrollments). Learners especially like on-demand programming, with enrollment surging by 41% since 2015.

**HSS eAcademy® Sports Emergency Curriculum Sets a Record**
HSS launched a Sports Emergency e-learning series to more than 3,000 medical volunteers committed to supporting and treating the medical needs of athletes competing at the Rio 2016 Olympic Games. Leveraging the HSS eAcademy® platform, this engaging and relevant curriculum is available free of charge to healthcare professionals around the globe who care for athletes of all levels. Since its launch, this program has become the fastest growing HSS eAcademy® curriculum, with over 2,600 enrollments in less than seven months—an eAcademy record.

**Integrating New Technologies in the OR**
Technological advances in surgical tools and equipment require enhancements to operating rooms to accommodate them. In addition to 16 upgrades to office and meeting room spaces in 2016, Education Media Services (EMS) successfully managed improvements to four integrated surgical suites. Audiovisual technology was integrated into the new Ambulatory Surgery Center, the main ORs, and the Hand and Foot Center through the generous support of Rita and Gustave Hauser. The newly integrated suites have video recording, video conferencing, and live streaming capabilities. New LED surgical lights, a central control system, and a dedicated OR audiovisual technician for support of perioperative services were also added. In 2017, EMS will expand technology to other regional offices to allow for better business collaboration and opportunities in distance education.

**Kim Barrett Memorial Library Increases Efficiency, Access, and Value**
The Kim Barrett Memorial Library provides high-quality resources to all HSS employees. To increase the efficiency of accessing and retrieving resources, the library reconfigured its intranet page, making navigation more intuitive and enabling users to find what they are seeking more easily. Online study guides were created for a variety of nursing certification exams to support HSS’s journey toward its fourth consecutive Magnet redesignation—saving nurses valuable time and effort to access appropriate study materials.

**Global Website: Opportunities for Alignment with HSS**
HSS Global works with leading orthopaedic care providers around the world to elevate the standard of musculoskeletal care in their communities and beyond. HSS Global launched its web page hss.edu/global in 2016. The dynamic site provides potential partnering organizations with information about HSS Global advisory services, venture services, global alliance, and membership services. HSS Global promotes the advancement of musculoskeletal medicine worldwide through knowledge exchange, education, and the development and maintenance of world-class healthcare delivery systems.
Extending Our Expertise to Improve Musculoskeletal Care in China

The current healthcare delivery system in China is encouraging foreign experts to assist and provide education and training.

Since 2012, HSS has worked with healthcare leaders in China to enhance training and increase the number of orthopaedic surgeons. Through the HSS-China Orthopaedic Education Program, the fourth annual HSS-China Symposia was held in Beijing in November 2016, attended by more than 800 Chinese healthcare professionals and featuring a spine component in the curriculum for the first time.

HSS faculty also launched the first joint Adult Reconstruction & Joint Replacement and Spine Symposium in Shanghai, with Shanghai Changhai Hospital. HSS continues to actively engage over 80 members of the HSS China Club.

Stavros Niarchos Foundation Orthopaedic Seminar Program Enhances Skills of Surgeons from Greece

With ongoing support from the Stavros Niarchos Foundation, the HSS Stavros Niarchos Foundation Orthopaedic Seminar Program on Complex Joint Reconstruction was held in New York City and attended by orthopaedic surgeons who practice in Greece. The program focused on the latest advances in hip and knee surgery, exposing participants to the complexities and decision-making processes of various procedures as well as advanced surgical techniques—including hands-on cadaver training in the Bioskills Education Laboratory. Armed with knowledge acquired during the seminar, the surgeons returned to Greece to share with colleagues and trainees, enhancing the care of their patients.

Successful educational initiatives can be elevated on a larger scale to be shared with others. Toward that goal, HSS has implemented a number of educational programs for residents of our communities in New York City and our surrounding region, and to healthcare professionals from as far away as China and Greece. The common aim: to improve musculoskeletal health for all, both near and far, for people of all ages and backgrounds.

HSS hosted 427 academic visitors from around the world
Leon Root, MD
Pediatric Outreach Program
Now Focusing on Sports Injuries

This program began as a community-based musculoskeletal screening program, conducted in New York City schools, to prevent long-term musculoskeletal disorders and severe joint disability in children living in medically underserved communities. Given the high incidence of sport injuries, HSS redesigned the program, under the leadership of Dr. Daniel Green, MD, MS, FAAP, FACS, Director of the Pediatric Sports Program for the Division of Pediatric Orthopaedic Surgery, to focus on injury prevention among middle school and high school athletes in the Bronx, Lower East Side of Manhattan, and Harlem. Since spring 2016, HSS physicians, PGY 3 residents, nurses, and sports rehabilitation and performance staff have been visiting public schools and screening athletes participating in that season’s sports to determine if they are moving properly and/or are at risk of injury. Students with any musculoskeletal issues are referred to HSS for a complimentary consultation.

Sports Safety Program: New Opportunities to Protect Young Athletes

The HSS Sports Safety Program offers educational programs and tools to audiences who share responsibility for the safety of youth and high school athletes. The program focuses on the reduction of anterior cruciate ligament (ACL) injuries in the knees—one of the most common sports injuries, and one that places youth at increased risk of knee arthritis later in life. In 2016, the Sports Safety Program launched its website hss.edu/sports-safety and implemented 12 workshops, reaching 725 parents, coaches, and children.

Stamford Outpatient Center Expands HSS Brand and Reputation Regionally

HSS’s commitment to community education extends beyond New York City to the residents of southeastern Connecticut and northern Westchester County. In response to 2015 Community Health Needs Assessment results, the Stamford Outpatient Center implemented programming to address regional musculoskeletal health needs. Educational lectures reached 76 participants. In collaboration with the Over 60 Senior Neighborhood, a Stamford, CT senior center, a twice weekly Tai Chi for Arthritis program was implemented, with 19 classes attended by 386 participants.

In 2016, the Sports Safety Program launched its website.
Community Health Needs Assessment
To provide effective public health education programs, HSS’s Public and Patient Education, Department of Social Work Programs, and Nursing Education collaborated to develop and implement a Community Health Needs Assessment (CHNA), enabling us to gain a clear picture of our community’s:
- Health status and quality of life
- Health behavior and lifestyle
- Use of and access to care
- Socio-demographic characteristics

Seventy-eight percent of the 3,128 respondents rated their overall health status as good to excellent. Falls were an issue, with 25% reporting falling in the past year. Poor diet and lack of physical activity were a concern in the community, with one in five respondents feeling that their diet was poor and two out of three adults over age 50 reporting they were physically inactive. These results are informing the design of future community health programs.

Public & Patient Education provided more than 6,700 educational and exercise classes to the public.
Sharing New Ideas Through Diversified Communications

Strategic marketing integrating a wide variety of communication campaigns has elevated the awareness and access to HSS educational offerings on a global scale. By cultivating outreach of programs and publications through a robust communication strategy encompassing print, email, and social media distribution, we extended the reach of the HSS brand to musculoskeletal professionals and community members worldwide.

Now, more than 220,000 individuals receive notifications of HSS educational programs, publications, and resources.

The HSS Direct-to-Professional Media Strategy
To target professionals directly, an integrated social media strategy was implemented featuring content related to HSS’s professional education mission via two new social media assets: LinkedIn and Twitter.

HSS Professional Ed (LinkedIn) and @HSSProfEd (Twitter) were launched in late fall 2016. These social media assets enable a dynamic and cohesive digital marketing and communication plan to amplify our reputation as a global leader in musculoskeletal health. HSS faculty and alumni are encouraged within the framework of shared leadership to contribute ideas, articles, and videos to post, and alert their LinkedIn connections and Twitter followers to assist with engagement on these social channels.

Orthopaedic Residency Program Takes to Social Media
The Social Media/Marketing Department at HSS interviewed residents, faculty, and staff within the OR, clinics, and labs to create short videos that highlight the residency program. The goal is to engage residency applicants as well as increase visibility of the program to the public and patients. The videos were made available on resident interview day, January 20, 2017, and current residents provided commentary and engaged in discussion with applicants. They are now prominently displayed in the Resident section of hss.edu.

“Links” eNewsletters Demonstrate HSS Leadership
HSS continued enhancement of a series of targeted monthly electronic newsletters—HSS OrthoLink®, HSS RheumLink®; and HSS RehabLink—directed at orthopaedic surgeons, rheumatologists, and rehabilitation specialists, respectively. These targeted emails drive awareness of specialty-relevant educational programming announcements and new content from HSS, as well as a select digest of educational items for their patients. This multi-departmental initiative forges collaborations between professional education, rheumatology, rehabilitation, digital communications, marketing, public relations, and social media. More than 41,000 individuals across the globe receive these emails each month.

Above: The @HSSProfEd twitter feed was launched in November 2016 to promote musculoskeletal clinical news and CME/CEU opportunities.
HSS Journal®

HSS Journal publishes original, peer-reviewed research and review articles addressing the spectrum of musculoskeletal diseases and conditions. The print journal is distributed internationally to more than 18,000 individuals per issue and is available in thousands of libraries globally. Published articles are electronically accessible through PubMed, PubMed Central, SCOPUS, ProQuest, and Google Scholar, among other platforms. Overall readership and usage increased in 2016: Article downloads continued to trend upward, with nearly 500,000 full-text downloads, and awareness of journal content was elevated through social media channels. HSS Journal also presented a live webinar on The Role of Bisphosphonates in the Treatment of Osteoporosis: Optimal Duration of Therapy, reaching 158 professionals, which was accompanied by a free article download campaign to promote awareness and invite discussion and dialogue.

National Presentations

- **Karla J. Felix, PhD:** poster at the 2016 Association for Hospital Medical Education (AHME) meeting titled Implementing a Flipped Classroom Curriculum for an Orthopaedic Residency Program, and a poster at the Council of Residency Directors Meeting titled Grit: Introduction of a Non-Cognitive Variable to the Orthopaedic Residency Selection Process.

- **Sandra Goldsmith, MS, RD, CDN, on behalf of Pamela Sanchez-Villagomez, MPA:** oral presentation at the American Public Health Association (APHA) meeting on the Stamford Community Health Needs Assessment (CHNA) titled Assessing Musculoskeletal Health Needs and Barriers to Care: A Community Based Participatory Approach.

- **Rie Goto, MSLIS:** represented the HSS library at Queens College’s School of Library and Information Studies panel discussion on special libraries.

- **Linda Roberts, LCSW:** poster at the Council of Orthopaedic Residency Directors (CORD) meeting on the Greenberg Academy Geriatric Residency program titled Impact of a Communication Skills Training for Orthopaedic Surgical Residents towards Older Adults: Exploring Knowledge, Attitude and Anxiety.

- **Tim Roberts, MLS, MPH, Karla J. Felix, PhD, and Rie Goto, MSLIS:** paper titled The Librarian’s Role in Implementing a Flipped Classroom Curriculum for an Orthopaedic Residency Program. Presented at the annual meeting of New York-New Jersey chapter of the Medical Library Association, September 2016.

- **Minlan (Demi) Wu, MPA:** poster at the APHA meeting on the Asian Bone Health program titled Effects of a Culturally Tailored Low-Impact Exercise Program for Chinese Older Adults in NYC.

Publications


Residents now use the flipped classroom model to watch prerecorded videos before discussion in the classroom, making lecture time more valuable.
Awards & Accolades

Numerous HSS print and online communications won awards for design and content:

- **Four Aster Awards:** two gold awards (HSS HealthConnection Winter 2016 newsletter and 2016 Major League Soccer Medical Symposium brochure) and two silver awards (From Education to Empowerment Fall 2015 Calendar brochure and the 2015 Alumni Meeting Program and Promotional Materials)

- **APEX Award of Excellence and Merit from Health Information Awards:** Winter 2016 edition of HSS HealthConnection

- Seven awards from the GD USA Health & Wellness Design Awards

Above: Surgeon-in-Chief Todd J. Albert, MD presented resident Samir K. Trehan, MD, with the Russell F. Warren, MD, Award in recognition of excellence in orthopaedic basic/translational research.
STATEMENT OF EXTERNAL FUNDING SUPPORT

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* Other funding sources include royalties and contributions from Education & Academic Affairs and other HSS services.

2016 EXTERNAL FUNDING BY SOURCE

- 1% Academic Visitor Program Fees
- 3% Commercial Development Fees (BSEL)
- 5% Corporate Grants
- 1% Dues
- 3% Endowments
- 5% Exhibit Fees
- 25% Foundation Grants
- 19% Special Events
- 7% Registration Fees
- 4% Other Fundraising Sources
- 7% Individual Donations
- 20% Global Partnerships
2016 Donors to Education & Academic Affairs

CORPORATE GRANTS
Arthrex
Center for Orthopaedic Trauma Advancement
DePuy Synthes
Exactech
Mallinckrodt Pharmaceuticals
Medco Sports Medicine
OMeGA Medical Grants Association
Pacira Pharmaceuticals, Inc.
Smith & Nephew
Stryker
Zimmer Biomet

EXHIBITORS
ActiveCare
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CeramTec GmbH
Collins Sports Medicine
ConforMIS Inc.
CyMedica Orthopedics
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Omegawave
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RP Sports
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Woodway USA
Xtart Medical
Zimmer Biomet

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