TO ENSURE ACADEMIC EXCELLENCE and maintain our reputation as the “most trusted educator,” HSS thought leaders continue to engage learners at all stages in the education continuum, strengthening standards and expanding new learning formats.

Success measures illustrated throughout this report include ranking in the top quartile on national peer data collected by the ACGME and ACCME while meeting stated federal public reporting requirements for Community Benefit and Outreach programs.

Our robust Education & Academic Affairs Advisory Committees, deep-rooted institutional collaborations and enriched external community relations remain the foundation for the Division’s achievements. Enhanced communication with faculty and staff on Accreditation Council for Continuing Medical Education (ACCME) standards was a driving influence in securing reaccreditation with commendation, the highest standard for accreditation. Joining the ranks of the top 22nd percentile of all CME-accredited providers with this level of accreditation benchmarks HSS as a learning organization and a change agent for the physicians it serves, while supporting an environment of physician learning and change that is part of a system for quality improvement.

Our graduate medical education (GME) programs, comprised of our orthopaedic residency program, 17 fellowship programs and rich medical student clerkships and rotations, continued to attract the best and brightest candidates from around the world. The HSS residency program remains one of the most sought after, selecting nine residents from 661 applicants in 2013. In addition, we administered over 400 visiting physicians from all over the world that rotated throughout HSS during their training.

Public & Patient Education programs continued to provide a valuable source for engagement and support to our community constituents. In 2013 we facilitated over 450 community-based exercise classes, educational forums and outreach opportunities reaching more than 6,000 individuals, an 11 percent increase from 2012.

International academic relationships thrived in 2013 through existing collaborations with two Brazilian healthcare organizations, AMIL and HIAE, the HSS-China Orthopaedic Education Exchange Program and the Stavros Niarchos Foundation. In addition, HSS remained a premier venue to host both national and international fellowship programs that collectively welcomed physicians from Nigeria, Canada, Croatia, China, Mexico and the United States.

The HSS eAcademy’s diversified learning platform generated a surge in professional education content and distribution through live streaming, on-demand modules, surgical videos and YouTube playlists. Expansion of the eAcademy infrastructure included the construction of an enhanced learning management system and the creation of more than 100 learning modules. Strategies implemented by the eAcademy Advisory Council prioritized diversified content development across departments and services and targeted international marketing efforts to expand reach culminated in over 1,000 new users, bringing the total community to 2,500-plus. The current learner base is comprised of 75 percent physicians and 25 percent reha-
bilitation specialists with over 60 percent coming from 65 countries, demonstrating a growing international presence and appeal for HSS curricula.

Through integral partnership and collaboration with the HSS Development and IT departments, a generous gift was received to support the creation of an HSS telepresence to transform our education and training program for the benefit of patients worldwide affected by musculoskeletal disorders. The vision and plan to enhance virtual learning and international collaboration include creating an immersive operating room experience and enabling face-to-face meetings across global locations to facilitate stronger relationships between HSS experts and surgical colleagues across the world.

In 2014, the implementation of an HSS telepresence will include state-of-the-art technology to enhance virtual learning platforms and will enable the hospital to record better-quality educational content and disseminate it more efficiently and cost-effectively throughout the HSS campus, nationally and internationally. In conjunction, HSS eAcademy content development work plans are focused on establishing HSS’s reputation as a source of educational content that emphasizes our multidisciplinary skill set. Key curriculum components include building a Masters Series in Surgical Education video library, peer-to-peer interviews under the umbrella of “Conversations with the Experts,” webinars and on-demand didactic modules that incorporate both controversial topics, discussions and case models, and integration of existing hss.edu content suitable for eAcademy.

Through the execution strategy developed in HSS’s Strategic Plan 2015 in “serving as the most trusted educator” to expand the global reach of education initiatives via technology, HSS will be poised to reach more people, both those in underserved communities and others throughout the world, and come closer to achieving our vision as a global educator.

Laura Robbins, DSW
Senior Vice President
Education & Academic Affairs
Designated Institutional Officer, GME

Martha O’Brasky, MPA
Assistant Vice President
Education & Academic Affairs
GRADUATE MEDICAL EDUCATION

2013 was a year where faculty and staff took a step back to reflect on the growth of our many training programs and to ensure that all programs maintained the high standards of training set by Virgil Gibney in 1888 when he launched the very first residency program in the United States.

The year began with all 18 fellowship programs participating in a retreat led by John S. Blanco, MD, Chair of the Fellowship Committee. The charge was to address a simple question: “How can we improve the quality of our fellowship programs?”

Over the past ten years HSS fellowship programs have significantly increased, stimulating discussions around whether the increase in numbers has been paralleled with an increase in quality. Data was collected via surveys and interviews with faculty, program directors, service chiefs, current fellows and alumni and later summarized and distributed to participants prior to the retreat.

A number of changes recommended by the retreat have been implemented throughout the year to shape policies and procedures. A common mission was endorsed, overarching objectives were affirmed and specific benchmarks have been defined. In addition, a unified Fellows Selection Policy for all fellowship programs, accredited and non-accredited has been adopted applying the same rigorous standards put forth by the ACGME to all of the training programs at HSS. These changes position HSS fellowship training programs to remain the best in the country.

Over the past few years ACGME, the accrediting body for graduate medical education has implemented a multitude of changes in the way they oversee institutions. One of the most significant changes is the Clinical Learning Environment Review (CLER), which emphasizes institutions ability to demonstrate the quality and safety of the learning environment in which residents and fellows train and care for patients. To ensure HSS meets and exceeds these new criteria, the Academic Training Department conducted a gap analysis of our GME program structure.

The 2013-14 academic year marked two significant accomplishments for the orthopaedic residency program. We increased our program complement from eight to nine per year and implemented the Orthopaedic Milestones process, a progressive skill based evaluation system for residents. Both have led to a thorough review of resident curricula. As a result, an expanded skills training for incoming residents using surgical simulation tools, along with a focus on quality improvement research and leadership training will be implemented in 2014.

Under the leadership of Mathias P. Bostrom, MD, Robert G. Marx, MD, and Matthew Cunningham, MD, PhD, the HSS resident research program leads the country in the number of grants awarded and the number of resulting peer reviewed publications by a residency program. A total of $80,531 was awarded in 2013 to support HSS resident research initiatives through two Orthopaedic Research and Education Fund (OREF) grants, one American Foundation for the Surgery of the Hand (AFSH) and the Louis and Rachel Rudin Foundation.

The success of this program is documented in a 2013 publication in the Journal of Graduate Medical Education, detailing the HSS Orthopaedic Residency Research Curriculum that has been in place since 2005. The article reports the increased quality and productivity of the research output from our residents since implementing the curriculum.

KIM BARRETT MEMORIAL LIBRARY

Through the vision and championship of Matthew Roberts, MD, Chair, Medical Library Committee, the Kim Barrett Memorial Library underwent a major renovation to make it a state-of-the art resource for medical education and research. The expansion encompassed a dedicated workspace for the 45 residents; creation of an enhanced Archives display; and the addition of conference space to enhance utilizing for users to work and meet.

The library represents HSS’s commitment to providing the best education for our professional staff, and assures its ability to continue providing the best service and resources of the highest quality.
In 2013, Education Media Services (EMS) continued to deliver audio visual support and enhancements to access education and communication though technology. The past year provided EMS a great opportunity to expand with the growing need for a hub and spoke communication model at HSS.

Although resources for communication are endless today; finding the right fit for the HSS culture is essential. Using technology to expand our global reach to be the most trusted educators at HSS, Education Media Services supported more than 570 hours of communication technology in 2013.

**Webcasting**

Providing expert technical assistance with Mediasite™, the resource used to provide live streaming webcasts and enduring recordings for HSS eAcademy, remained a priority. Webcasting made the largest impact in 2013 with the expansion of internal communications at HSS including our Town Hall Forums and quarterly office manager meetings. These internal communications have made it possible to deliver a message live to our remote campuses. In addition, HSS Public Relations was able to seamlessly host a press briefing with General Electric while the Professional Program audience experienced more than a 100 percent increase from 2012 through live webcasting.

**Web Conferencing**

One of the most sought after communication resources at HSS is web conferencing, which enables collaboration with anyone internally or externally, increasing productivity using a computer or mobile device. Web conferencing is typically used in a one-on-one meeting basis; however, EMS has developed a solution to allow WebEx access from any meeting space of any size at HSS.

In 2014, HSS is prepared to implement a standard web conferencing product developed by Cisco WebEx.

**Telepresence Technology**

A growing resource in communication at HSS is telepresence technology, also known as video conferencing (VC). Education Media Services currently supports nine VC units located throughout the main HSS campus. VC technology allows users real-time two-way communication. The ARJR Division Grand Rounds successfully webcast to China on a quarterly basis in 2013 and plans to continue through 2014. In 2014, the Sports Medicine & Shoulder Service also has plans to use VC with Brazil.

With the generous support of a grateful patient, HSS will be implementing a robust Telepresence Technology Project in 2014 that will significantly advance our technology capabilities, furthering our virtual learning capabilities and international collaborations.

**ACADEMIC TRAINING (continued)**

**BIOSKILLS EDUCATION LABORATORY (BSEL)**

The BSEL remains an integral facilitator for resident learning and inquiry, providing a safe environment to practice surgical skills on cadavers and sawbones, evolve deeper knowledge and understanding of the anatomy and identify research opportunities.

Lab activity remained close to capacity, delivering 533 programs attended by 2,900 participants. Independent study utilization of the BSEL increased by 17 percent as a result of residents, fellows, and attendings embracing the resources of the BSEL to work on a cadaveric dissection, simulate a procedure or enhance their surgical skills.

A novel skills-based session, “Masters in Surgical Technique Series,” was conceived by residents in 2013 to engage HSS senior surgeons and surgical-thought leaders, showcasing their procedures in a broader context since not all trainees have the opportunity to experience them throughout their training.

Nine sessions were piloted with tremendous success in attendance and resident feedback both in the value of observing these procedures and access to learning from a broader range of faculty.

In response to this success, the BSEL Committee, chaired by Andrew Sama, MD, presented the concept to integrate these sessions into the formal resident curriculum to enable even broader resident access. Accordingly, the Curriculum Committee, chaired by David Mayman, MD, endorsed incorporating the “series” to begin in spring 2014.
The Professional Education Department together with the HSS professional education curriculum produced an additional 115 CME-approved articles throughout the year. More areas of musculoskeletal health were offered via live streaming and on-demand formats. Efforts to expand virtual access to select than 40 live programs, grand rounds programming in 2013 addressing all professional education modules available maintained delivery of its core educational portfolio reached over 24,000 participants. ACCME’s criteria for Accreditation with Commendation.

The Quality Improvement Continuing Education (QICE) Work Group was established by the Quality Council Committee to provide interdisciplinary infrastructure to identify and implement QI/CME efforts furthering institutional commitment to quality. A Neurological Assessment of Limbs quality improvement continuing medical education pilot project was chosen, aimed to assess the accuracy and subjectivity of the scales currently used by nursing and other clinical staff. The goal is to create a uniform assessment protocol to identify neurological deficits, optimizing consistency in early diagnosis.

**eAcademy**

With the first full year of dedicated resources and infrastructure in place, substantial expansion of both HSS eAcademy educational content and learner engagement were accomplished. More than 100 learning modules were produced, covering a wide range of current topics in the areas of orthopaedics, anesthesiology, research, and rehabilitation. To optimize learner experience in accessing online content, an HSS-branded, user-friendly Learning Management System (LMS) was successfully designed and launched. The LMS’ enhanced search functions and intuitive navigation are ideal for learners, while its inherent customization affords HSS the flexibility necessary to exceed immediate and long-term goals for online educational program distribution.

**OFFICE OF CONTINUING MEDICAL EDUCATION**

The Professional Education Department maintained delivery of its core educational programming in 2013 addressing all areas of musculoskeletal health. More than 40 live programs, grand rounds and CME-approved HSS Journal articles were offered throughout the year. Together, the HSS professional education portfolio reached over 24,000 participants.

**ACME Reaccreditation**

In collaboration with the CME Committee, chaired by Charles N. Cornell, MD, the Office of Continuing Medical Education (OCME) submitted its reaccreditation application to the Accreditation Council for Continuing Medical Education (ACCME) and was awarded Accreditation with Commendation for a period of six years, the highest standard for ACCME accreditation.

This designation confirms that HSS provides physicians with relevant, effective, practice-based continuing medical education that supports US healthcare quality improvement. The ACCME employs a rigorous, multilevel process for evaluating institutions’ continuing medical education programs according to the high accreditation standards adopted by all seven ACCME member organizations.

**Integration of Quality and CME**

Great strides to further integrate quality and CME evolved in 2013, consistent with the inherent customization affords HSS the necessary to exceed immediate and long-term goals for online educational program distribution.
Streamlined LMS functionality and the ability to increase content development combined with multi-dimensional marketing strategies contributed to considerable learner base growth, up 80 percent in 2013, surpassing 2,500 unique users. Enrollments grew by 50 percent while medical professionals collectively viewed eAcademy modules more than 3,600 times which together, demonstrate meaningful growth in appeal for HSS professional education content.

In addition to creating lecture-based eAcademy learning modules, a custom surgical-procedural video template was developed to provide the foundation for a first-rate surgical and procedural library scheduled to launch in 2014. This video template software will systematically streamline the production process, allowing for higher volume production of superior quality videos that reinforce the HSS brand.

The HSS eAcademy Advisory Council was formed in 2013 to encourage strategic growth initiatives reflective of HSS’s multi-disciplinary expertise in the field of musculoskeletal health. Chaired by Steve K. Lee, MD, the Council is comprised of over twenty HSS faculty and staff members representing a cross section of medical and professional disciplines unique to HSS.

Using baseline data after completion of the first full year of e-programming, 2014 measures of success have been established. Implementation of a multidisciplinary content development plan, accompanied by strategic marketing and promotion, aim to increase eAcademy engagement, with the ultimate goal of increasing growth in learner base, enrollments and the number of views of e-curriculum.

INTERNATIONAL LEARNING & TRAINING CENTER (ILTC)

International Partnerships

The goal of ILTC endeavors is to create customized partnerships to share HSS knowledge, expertise and best practices in musculoskeletal medicine to foster improved patient care standards worldwide.

Hospitalys Ortopedia (Rio de Janeiro, Brazil)

2013 marked the completion of the first year of our four-year agreement with AMIL on behalf of Hospitalys Ortopedia, a recently opened orthopaedic hospital in Rio de Janeiro. An HSS team traveled to Hospitalys to conduct an assessment in the areas of quality, nursing, perioperative services, rehabilitation, sports medicine, and physician retention. The outcome shaped a three-year plan to develop educational programs to address these areas.

Hospital Israelita Albert Einstein (Sao Paulo, Brazil)

HSS hosted Marcelo Prado, MD, a one-year fellow with the Foot & Ankle Service from Hospital Israelita Albert Einstein (HIAE), who focused on both research and clinical practice. In culmination of this partnership, a jointly hosted scientific meeting was conducted in Sao Paulo, “From Cartilage Repair to Osteotomy to Total Knee.”

More than 484 academic visitors were hosted by HSS in 2013 through the Academic Visitor Program.

Additionally, the Quality Advisory Council convened several times to discuss the development of clinical pathways at Hospitalys Ortopedia. Following the assessment, the second annual HSS-Hospitalys Ortopedia Symposium, “Sports Medicine for the Elite Athlete: Knee and Shoulder Specialization,” was held and attended by orthopaedists and physical therapists from Rio de Janeiro and environs and included lectures from faculty from both HSS and Hospitalys.

Using a video template software, the ILTC produced more than 3,500 videos that reinforce the HSS brand.

Hospital Israelita Albert Einstein (HIAE), who focused on both research and clinical practice. In culmination of this partnership, a jointly hosted scientific meeting was conducted in Sao Paulo, “From Cartilage Repair to Osteotomy to Total Knee.”

More than 484 academic visitors were hosted by HSS in 2013 through the Academic Visitor Program.

Integration of a variety of international professional offerings resulted as an evolution of the HSS-China Orthopaedic Education Exchange Program formalized in fall 2012. A delegation of senior leaders from HSS attended the 2013 Chinese Orthopaedic Association (COA) meeting in Beijing and spoke at the HSS-COA symposium.

While there, applicants for the HSS-China Exchange Program were interviewed and an HSS-China Alumni reunion luncheon was organized. The trip laid the groundwork for future strategic partnerships in China. Four interactive live video-conferenced Grand Rounds were facilitated with two Chinese centers, three of which were post-produced and made accessible to a global community via the eAcademy portal. Building upon our educational foundation, plans are in progress to expand our programming in China and solidify our presence as an international leader in the field of musculoskeletal medicine.

HSS Symposium 150

In recognition and celebration of the HSS sesquicentennial, the hospital presented the HSS Symposium 150, a scholarly and scientific symposium. Features included a video documenting the rich history of the hospital, along with a series of lectures and panel discussions on a variety of relevant topics, including HSS’s role during the Civil
Community Health Needs Assessment
In 2013, the Hospital implemented a wide-spread community health needs assessment (CHNA) survey to evaluate the HSS community’s musculoskeletal and rheumatologic health conditions and management, quality of life, use of and access to healthcare, and socio-demographic characteristics. Public & Patient Education (PPED) led an interdisciplinary team comprised of staff and community partners in the design, implementation and analysis of the survey. Nearly 1,100 people responded to the survey, which was administered in English, Spanish and Chinese.

Community Service Plan
The Public & Patient Education Department led the development of the Hospital’s new comprehensive three-year Community Service Plan (CSP), a New York State Department of Health public health initiative. The Hospital’s plan focuses on the state’s chronic disease priority area, concentrating on musculoskeletal and rheumatologic conditions. There are 10 HSS community-based programs included in the plan, six of which are PPED initiatives.

PPED continues to have an impact on the public health of the community it serves. In 2013 the department provided over 450 community-based exercise classes and educational forums to the community reaching more than 6,000 individuals, an 11 percent increase from 2012, with over 3,800 program visits. This includes Greenberg Academy for Successful Aging programs targeted to adults 85 years and older and the SNEAKER® program, which brings nutrition education to NYC public school children.

Nearly 1,100 people responded to the Community Health Needs Assessment survey, administered in English, Spanish and Chinese.

Leon Root, MD, Pediatric Outreach Program (POP)
POP has been providing musculoskeletal screenings for children living in medically underserved communities for the past 26 years. In 2013, POP conducted nine school-based screenings, evaluating 620 children living in Harlem, the Bronx and the Lower East Side. From these screenings, 112 children were referred for follow-up care: 53 to HSS for musculoskeletal issues and 56 for primary care health issues. Additionally, 73 children were examined through the Pediatric Orthopaedic Clinic at the Charles B. Wang Community Health Center with three referrals to HSS clinics.

International Attention
The HSS Asian Community Bone Health Initiative’s program coordinator delivered an oral presentation highlighting the program’s impact on the community at the annual American Public Health Association’s national conference in November. The presentation helped to garner international attention about this very important initiative that was featured in several online news outlets including Science Daily, Science Newsline and the Jersey Tribune. Articles were also written about the program in China Daily, the only English-language newspaper in China, and the Queens Tribune; and several staff were interviewed for a Canadian radio show, The Inside Job. This international attention demonstrates the public’s interest in and need for programs of this nature, specifically targeting the Asian community.

2013 PPED HIGHLIGHTS

- **38%** Participants that reported pain relief
- **38%** Fewer people with muscle/joint pain
- **31%** Participants that reported a drop in pain intensity
- **75%** Participants that reported improved balance
- **37%** Participants that reported improved quality of life
Strategies to leverage cost-effective and expanded marketing channels for promoting HSS offerings were effectively executed. There was a greater than 150 percent increase from the previous year in the number of targeted email communications sent out to professionals worldwide promoting accredited onsite and live web streaming continuing medical education programs. To engage orthopaedic professionals worldwide and encourage opting into HSS updates relevant to their areas of interest and expertise, a sign-up portal was developed and a link added to all e-communications. Highly targeted email marketing efforts extended the reach of the HSS brand to over 124,207 orthopaedic professionals and 28,711 rehabilitation professionals. Visits to the continuing medical education webpage, featuring currently available CME and CEU offerings, doubled from the previous year. Awareness of HSS public and patient offerings was also elevated with the move to primarily electronic distribution of HealthConnection, our community health education newsletter; email blasts were sent to more than 52,012 recipients in the local community and print copies disseminated around the hospital for patient access. Distribution of the Community Needs Assessment Survey to 29,079 recipients via email and 4,800 in print further underscored the role of HSS in the community with the intention of reaching a broad audience to assess the community’s needs and inform future program development plans. 2013 also saw the creation of a redesigned web space to highlight the SNEAKER® pediatric nutrition and physical activity program, segments of which were taped and aired by NY1 news and can now be found on the website.

HSS eAcademy Platform
HSS eAcademy successfully transitioned to a state-of-the-art online learning platform in September 2013, resulting in a 96 percent increase in total page views from 2012 in just four months. This upgraded learning platform has drawn increased visitors from 65 countries such as France, China, Germany, Chile, and the United Kingdom. The growth trend in national and international interest is continuing, with Brazil remaining a frequent visitor. More than 152,918 combined orthopaedic and rehabilitation professionals were reached through targeted email marketing in 2013. Awareness of HSS public and patient offerings was also elevated with the move to primarily electronic distribution of HealthConnection, our community health education newsletter; email blasts were sent to more than 52,012 recipients in the local community and print copies disseminated around the hospital for patient access. Distribution of the Community Needs Assessment Survey to 29,079 recipients via email and 4,800 in print further underscored the role of HSS in the community with the intention of reaching a broad audience to assess the community’s needs and inform future program development plans. 2013 also saw the creation of a redesigned web space to highlight the SNEAKER® pediatric nutrition and physical activity program, segments of which were taped and aired by NY1 news and can now be found on the website.

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(continued on page 10)
PROFESSIONAL EDUCATION (continued from page 6)

War, global healthcare, the human genome, the economics of medicine, immunology, bone and cartilage basic science and biomechanics. During the two-day symposium, a number of former patients shared how their surgeries at HSS changed their lives for the better.

Prior to the Symposium 150, HSS honored Adele Boskey, PhD, with the Adele Boskey, PhD Symposium on Mineralized Tissues. Both programs were video captured and are available to view online via the HSS eAcademy portal.

Academic Visitor Program

The Academic Visitor Program (AVP) experienced a 9 percent growth in 2013, hosting 484 visitors. Over 50 percent of the AVP participants were international, coming from 43 different countries, consistent with the program’s trend. HSS also facilitated several highly competitive international traveling fellowships: the American Orthopaedic Association-North American Traveling Fellows (AOA-NATF), John N. Insall Traveling Fellows, AAOS International Surgical Skills Scholarship Program and the International Society for Orthopaedic Centers, Ltd. (ISOC) International Traveling Fellow, gathering physicians from four different continents.

International Society of Orthopaedic Centers, Ltd. (ISOC)

The fifth international meeting of ISOC, held at the Helios Endo-Klinik in Hamburg, Germany, brought together musculoskeletal specialists from the leading academic and research-focused orthopaedic centers in the world to exchange ideas and cutting-edge practices and to collaborate on finding ways to improve patient care, physician education and research-based programs.

One of the highlights was the presentation by Saseendar Shanmugasundaram, MD, the organization’s first international traveling fellow, disseminating data acquired through his multi-center fellowship. Subsequently, his findings on “Evaluation and Management of Periprosthetic Joint Infection – An International Multicenter Study,” were published in the HSS Journal®.

OFFICE OF ALUMNI AFFAIRS

Continuing a Commitment to Educational Excellence

To commemorate the Association’s 100th anniversary, the Continuing a Commitment to Educational Excellence campaign was initiated to raise $100,000 to enrich educational opportunities for current and future alumni. In 2013, more than $62,000 was generously given by alumni to support this campaign. Three educational priorities were identified: HSS eAcademy, the BSEL Visiting Alumni Program and a Professional Leadership Education Scholarship.

BSEL Visiting Alumni Program

Created as an avenue to connect trainees with alumni and foster life-long learning, the BSEL Visiting Alumni Program successfully executed five alumni-facilitated educational sessions. These instructional service-specific labs allow external alumni to return to HSS, transfer skills, and promote the exchange of diversified surgical knowledge and strategies.

Visiting Alumni Sessions are arranged to coincide with the Visiting Professor Lecture Series and Resident Journal Club meetings to maximize educational impact and relationship building for both alumni and HSS trainees.
for[MD] Alumni Online Community Portal

To benefit HSS Alumni communication, a new social networking platform – for[MD] was launched, allowing alumni to create profiles, easily connect, receive event updates and securely discuss cases in a HIPPA-compliant platform. The Association has established several groups on for[MD]: a general HSS alumni group, service-specific subgroups, HSS Ambassadors and Class Representatives and current HSS residents and fellows.

Alumni have the ability to set their own account settings, filter which groups they would like to access, and indicate the frequency of notifications. They can also join the larger non-HSS orthopaedic for[MD] community or restrict communication to only within the HSS network.

This dedicated online platform serves as a virtual community, enabling more effective connections among the entire audience. It is a vital resource for the Association as we promote the exchange of information, build loyalty and increase alumni involvement. The site is structured and data-driven to help the Association strengthen our community and alumni relationships who are dispersed across the country and around the world.

To maximize the portal’s potential, faculty representatives have been identified to serve as Service Champions for the specific subgroups to foster engagement among internal and external alumni. Class Representatives and International Ambassadors will also be utilized to help galvanize the platform in 2014.

EDUCATION PUBLICATIONS & COMMUNICATIONS (continued from page 8)

HSS Journal*

HSS Journal* completed its ninth year of publication, each issue distributed globally to 18,000 healthcare professionals, including HSS alumni. The application for Medline indexing was submitted in October 2013 to be reviewed for indexing in February 2014.

The journal had a successful e-marketing “Call for Manuscripts” campaign that reached over 43,638 professionals, resulting in a 10 percent increase in submissions. There were over 43,000* full-text downloads in 2013.

Readership Statistics

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<th>Reach</th>
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<td>HealthConnection July and December 2013 issues (email and online)</td>
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<td>Education to Empowerment Spring and Fall 2013 (print and online)</td>
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<td>2,771</td>
<td>Alumni News Spring special mini-issue and Summer 2013 (print and online)</td>
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Publications & Presentations


*Full text downloads from January-October 2013. November and December figures not available before time of publication.
AS 2013 REMAINED AN ECONOMICALLY CHALLENGING YEAR, Education & Academic Affairs maximized its resources to ensure our ability to support the development and execution of its many initiatives. Through funding generated from fees, grants, alumni dues, endowments, donations and special events, the Division successfully implemented a vast array of educational programs, publications and services aimed at improving the quality of patient care in orthopaedics and rheumatology.

STATEMENT OF EXTERNAL FUNDING SUPPORT

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<th>FUNDING SOURCE</th>
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* Numbers include 2011, 2012 and 2013 Autumn Benefit and Young Friends of HSS Event.
2013 EXTERNAL FUNDING
BY SOURCE

- Foundation Grants 18%
- Corporate Grants 14%
- Registration Fees 11%
- Exhibit Fees 9%
- Endowments 4%
- Academic Visitor Program Fees 2%
- Commercial Development Fees* 1%
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