Sharing Our Innovation

Extending Our Leadership
Education & Academic Affairs at a Glance

Engaged more than 72,000 individuals in education, outreach and training programs

Supported $4 million of new projects aimed at improving technology throughout the institution

Provided nearly 450 educational and exercise classes to the public
Hospital for Special Surgery (HSS) is dedicated to being the source for innovation and leadership in education, training, research and information for local, national and international communities to prevent and treat musculoskeletal conditions.

Our physicians, allied health professionals, alumni and staff aspire to be the “most trusted educator” for the general public, patients and healthcare professionals across the globe. In 2015, we forged a path for the next five years through a collaborative strategic planning process. In alignment with the HSS strategic plan, we set six goals to achieve by 2020:

<table>
<thead>
<tr>
<th>Evidence-Based Educational Programming</th>
<th>Establish a broad consumer presence to benefit public health and extend the HSS brand through educational initiatives aimed at improving the health of the community.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty/Clinical Partnerships</td>
<td>Align faculty and other clinicians to advance HSS as the most trusted educator in a changing healthcare environment.</td>
</tr>
<tr>
<td>Hub &amp; Spoke Strategy</td>
<td>Leverage Education &amp; Academic Affairs expertise to drive the HSS “hub and spoke strategy”—ensuring the highest level of quality.</td>
</tr>
<tr>
<td>Outcomes &amp; Evaluation</td>
<td>Strategically collect and leverage outcomes data to drive the HSS value proposition and enhance brand recognition.</td>
</tr>
<tr>
<td>Marketing &amp; Communications</td>
<td>Expand and strengthen the reputation of HSS as a global leader in multidisciplinary education through a dynamic and cohesive digital marketing and communications plan.</td>
</tr>
<tr>
<td>State-of-the-Art Technology</td>
<td>Maximize technology and other modalities to expand distance learning and support the mission of HSS.</td>
</tr>
</tbody>
</table>

There is a broad and deep consensus among HSS medical staff that in addition to delivering world-class patient care and performing innovative research, the institution remains committed to educating the next generation of specialists to improve the care of patients suffering from musculoskeletal diseases and conditions around the world. The Education and HSS strategic plans align to achieve this pursuit.
EDUCATION AT HSS: 2020
The 2015 Academic Retreat retreat had the theme of “Education at HSS: 2020.” More than 40 HSS leaders met to clarify priorities, processes and resources to fulfill the educational mission of the institution and ensure that educational programs align with the HSS strategic plan. Participants collectively addressed the question, “What needs to be our strategy in the next five years to make HSS the global leader in musculoskeletal education?”

A key outcome of the retreat was the re-organization of the HSS Education Governance structure, integrating core areas across the education continuum. Spearheading this streamlined structure was the creation of the Education & Academic Affairs Council (EAAC), led by Mathias P. Bostrom, MD, Vice Chair of Education & Academic Affairs, to provide leadership, expertise and advisement on Hospital for Special Surgery’s education mission, and address recommendations made at the retreat such as:

- Strategically broadening the HSS educational footprint through enhanced professional education and international exchange programs, accessible to national and international audiences
- Expanding content on the HSS eAcademy® digital platform
- Differentiating HSS from others as the place to access the world’s best musculoskeletal content and education
- Identifying opportunities to grow and improve all areas in the education trajectory

Four additional Councils report up to the EAAC including the GME Council, Professional Education Council, Global Education Council (which collaborates with the Global Advisory Services) and the Education Modalities Council—foundational to all of the Councils. The EAAC also collaborates with the Community Benefit & Services Committee which provides leadership and advisement about HSS community benefit programming.

Education Council Governance Structure

<table>
<thead>
<tr>
<th>Council</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>GME Council</td>
<td>Governing body for all Graduate Medical Education (GME) programs and activities at HSS</td>
</tr>
<tr>
<td>Professional Education Council</td>
<td>Curriculum strategy and prioritization setting</td>
</tr>
<tr>
<td></td>
<td>Business models</td>
</tr>
<tr>
<td></td>
<td>Editorial leadership</td>
</tr>
<tr>
<td>Global Education Council</td>
<td>Set curriculum strategy, prioritization and resources</td>
</tr>
<tr>
<td>Education Modalities Council</td>
<td>Set strategies and oversight for leveraging education modalities including BSEL, Medical Library, HSS Journal® and HSS eAcademy®</td>
</tr>
<tr>
<td>Community Benefit &amp; Services Committee of the Board of Trustees</td>
<td>Provide leadership, expertise and advisement on education mission</td>
</tr>
</tbody>
</table>
EXPANDING GLOBAL PARTNERSHIPS

HSS has a history of partnering with other leading global orthopaedic institutions to present outstanding initiatives in education, research and information internationally, and expanded these programs in 2015.

- The Bumin Hospital Group became the inaugural member of the HSS Global Orthopaedic Alliance. This premier membership network aligns international top orthopaedic care providers to advance orthopaedic care and the science of musculoskeletal health around the globe.

- HSS continued its relationships with Hospital Alvorada of São Paulo and Hospitalys Ortopedia of Rio de Janeiro, Brazil. An annual site visit of Hospital Alvorada and Hospitalys Ortopedia assessed healthcare delivery and provided ongoing guidance. The first annual international HSS-Hospital Alvorada Arthroplasty Symposium was held in São Paulo in February 2015 and attracted 134 participants.

In 2015, HSS trained

- 44 residents
- 72 fellows
- 73 medical students
- 221 GME trainees from other institutions

Hosted 354 academic visitors from all over the world

Reached over 2,000 alumni in 48 states and 36 countries
Innovating Education

Innovation is vital to advancing educational initiatives and building upon HSS’s global reputation as a leader in healthcare delivery and performance. Several new initiatives and novel projects were implemented in 2015 toward the HSS goal of being “the most trusted educator.”

QUALITY IMPROVEMENT INITIATIVES ENHANCING PATIENT OUTCOMES

“Foot drop” is a potential complication of joint replacement surgery that results from nerve damage and renders patients unable to raise a foot or toes. While uncommon, it may become irreversible, adversely impairing quality of life and mobility. Collaborating with the House Staff Quality & Safety Council, clinical staff and HSS residents, we developed the Quality Improvement Continuing Education (QICE) Initiative—a standardized approach to identifying this neurological deficit early so it can be treated quickly and improve patient outcomes. QICE kicked off in April 2015 with online modules, followed by multi-session training “boot camps.” Data from the online modules and practical application of the algorithm during boot camps showed that knowledge and communication increased for staff who completed the program. Initiatives such as these improve practitioner knowledge as well as patient safety.
HSS Named Top Orthopaedic Surgery Residency Program in the U.S.
SECOND STRAIGHT YEAR

The physician network Doximity released a national evaluation of medical and surgical residency programs across 20 medical specialties. We are proud to announce that HSS has been top ranked for the second straight year. HSS was ranked first in both reputation and research output. Additionally, HSS received 5 out of 5 stars in overall satisfaction based on the alumni surveyed.

The Accreditation Council for Graduate Medical Education (ACGME) conducted an institutional site visit and granted HSS Continued Accreditation as a Sponsoring Institution of Graduate Medical Education.

A “FLIPPED” APPROACH TO CLASSROOM LEARNING

Resident physicians at HSS have more and more information to absorb each year—making every minute devoted to their instruction increasingly valuable. A “flipped classroom” model was implemented, leveraging our digital technology resources and HSS eAcademy® portal to augment resident education. In this model, HSS faculty develop lectures that are prerecorded and posted online through the HSS eAcademy® platform for residents to view before their morning lecture. When residents arrive for the on-site lecture with the faculty, this format allows the discussion of that day’s topic to be interactive and dynamic. An audience response system (ARS) enables faculty to poll residents during the lecture to assess knowledge of the material and enhance engagement with questions they can answer in real time. In 2015, content was uploaded for 27 curriculum sessions and viewed by 140 unique learners.
Forging Connections Through Technology

Advances in technology have brought with them extraordinary opportunities to connect the exceptional educational programs at HSS with multiple audiences, including professional staff, trainees, alumni and members of the community.

**HSS eACADEMY® REACHING MORE LEARNERS**

The HSS online learning platform, HSS eAcademy®, continued its growth with new programs and a record number of members in **123 countries**. In 2015, **live-streaming webinars averaged 350 participants** and reached more than 50 nations. Interactivity during live-streaming webinars was expanded significantly with the introduction of a virtual chat room. This functionality enables real-time, two-way communication and supports exchange of questions and ideas by both faculty and participants around the world. There are also new ways learners can access HSS eAcademy® content, including on-demand video modules and facilitated access to articles and publications, such as *HSS Journal*, *Grand Rounds from HSS/Management of Complex Cases*, *What’s the Diagnosis*, and *Ultrasound of the Month*. Member engagement in HSS eAcademy® increased two and a half times in 2015, with total course enrollments exceeding **21,000**.

**ENGAGING HSS ALUMNI**

With over **2,000 alumni** in 48 states and 36 countries, the Office of Alumni Affairs continues to nurture relationships to build a valuable network. In 2015, the Alumni Association unveiled its enhanced user-friendly and interactive website. With a focus on alumni leadership and achievement, the revitalized website highlights the Alumni Association’s activities and fosters alumni collaboration and engagement.

**SUPPORTING THE HUB & SPOKE STRATEGY**

Education Media Services (EMS) provides integrated solutions for professional, public and patient education by improving audio and visual experience while increasing the value, quality and service of healthcare education. In 2015, EMS was able to enrich the learning environment and support faculty and administrative staff at the institution’s spoke sites by making available HSS Medical Staff Conferences and Rehabilitation Grand Rounds in real time, along with core institutional programs ranging from CEO Town Hall Forums to the Culture of Safety Day keynote speaker, Wholeness of Life Award, and Spirituality Forum.

**HSS eAcademy® offerings increased by 45% with more than 250 new courses**

Provided community health education to more than **21,000 web viewers**
HARNESSING THE POWER OF TELEMEDICINE
A gift from Rita and Gustave Hauser allowed HSS to enhance our core education center and provide a true network operations center for all video conferences, webcasts and live meetings hosted at HSS. In 2015, we were able to integrate audio/video recording into two operating rooms. This enhancement gives HSS the ability to develop surgical videos and creates a live teaching environment accessible from anywhere, on or off campus. Indeed, surgical video production doubled in 2015, with videos created or in development by virtually all services.

STREAMLINED CREDENTIALING
The rapid credentialing of medical professionals facilitates the connection of patients with the world’s best musculoskeletal specialists at HSS. This year alone, Medical Staff Services credentialed over 800 physicians and allied health professionals. An additional 169 orthopaedic surgeons maintained appointments on the NewYork-Presbyterian Hospital medical staff. To help facilitate this process, Medical Staff Services implemented an electronic method, called AppCentral, to collect and process credentialing applications.

NAVIGATING LIBRARY RESOURCES
In the past five years, usage of the Kim Barrett Memorial Library has expanded every year, from 6,877 users in 2009 to 14,286 in 2015—a 108 percent increase. As library resources increase, users benefit from facilitated methods to access them. The library is developing brief online how-to videos to support navigating library resources. Library users are not the only ones benefiting from new technology: orientations for incoming residents and fellows were shifted from a live to an on-demand video format. The library was one of the first to adapt this new format to orient newly hired house staff members. Finally, supported by a grant from the Metropolitan New York Library Council, HSS Archives was able to digitize annual reports from 1940 through 1979, making our unique history more easily available on the Internet Archives (www.archive.org).
Global Education to Improve Health and Well-Being

ENHANCING PUBLIC HEALTH

Ever since its establishment in 1863, HSS has maintained a commitment to the health of its diverse community. Today, education plays a crucial role in maintaining that commitment. In 2015, the Public and Patient Education Department facilitated nearly 450 educational and exercise classes to the public. Two new programs were implemented—the HSS ACL Injury Reduction Program, funded by a generous grant aimed at preventing ACL injuries in young athletes; and a Stress Management Program in collaboration with the HSS Ambulatory Care Center aimed at reducing anxiety in patients who are getting ready for surgery. Community education also extends beyond New York City to the residents of southeastern Connecticut and northern Westchester County through the HSS Stamford Outpatient Center, which opened in February 2015.

Outcomes assessments show that these initiatives are benefiting the populations they were created to serve. Participants in HSS exercise wellness classes have reported a positive impact on their health outcomes, with more than 90 percent reporting less pain, over 75 percent reporting less stiffness, and 67 percent saying they felt less tired after participating in the program. More than 82 percent of participants in the HSS Asian Community Bone Health Initiative reported feeling less pain in their muscles and joints, and over 90 percent had less stiffness and felt less tired. In addition, 95 percent noted that they had better balance, while 81 percent reported fewer falls.

EXPANDING KNOWLEDGE AROUND THE WORLD

Chinese surgeons visited HSS through the HSS-China Orthopaedic Education Exchange Program. In addition, the HSS-Peking University-Peking Union Medical College Arthroplasty Symposium was held in Chongqing, China in November 2015, drawing 130 attendees. Educational programs for Greek orthopaedic surgeons continued to be offered through the Stavros Niarchos Foundation Orthopaedic Seminar Program. The 8th Seminar Program, held at HSS in December 2015, hosted 16 Greek orthopaedic surgeons.

SIMULATING SURGERY

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. In 2015, the BSEL received three-year reaccreditation from the American College of Surgeons as a Focused Education Institute. The lab facilitated 450 lab sessions encompassing core teaching sessions, clinician independent study, special sessions taught by visiting alumni, research, product development and CME activities. Collectively, 2,367 learners benefited from these activities.

EDUCATING SPORTS MEDICINE SPECIALISTS

Professional Education continued to collaborate with external partners including Major League Soccer, with whom we held a Medical Symposium in Florida that attracted more than 160 physicians, rehabilitation professionals and athletic trainers, and the American College of Sports Medicine-Greater New York Regional Chapter whose Annual Meeting reached more than 110 exercise specialists and physical therapists.
Extending the Brand Through Communications

Strategic marketing integrating a wide variety of communication campaigns have elevated awareness and use of 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 by over 1.7 million to musculoskeletal professionals and community members worldwide. Now, more than 600,000 subscribers regularly receive notifications of education programs, publications and resources.

HSS “LINKS” eNEWSLETTERS
In 2015, HSS created a series of targeted monthly electronic newsletters—HSS OrthoLink, HSS RheumLink and HSS RehabLink—directed at orthopaedic surgeons, rheumatologists and rehabilitation specialists, respectively. Emails introducing these links contain specialty-relevant educational programming announcements and new content from HSS, as well as a select digest of educational items for their patients. This effort is a multi-departmental initiative, forging collaboration with professional education, rehabilitation, digital communications, marketing, public relations and social media. More than 190,500 individuals across the globe receive these emails each month.

HSS JOURNAL
HSS Journal publishes original, peer-reviewed research and review articles along the spectrum of musculoskeletal diseases and conditions. Overall readership and usage increased in 2015. Article downloads continued to trend upward, with over 62,000 full-text downloads. Awareness of HSS Journal® content was also elevated through social media channels, such as tweets of relevant articles and free-access campaigns. In 2015, the journal also hosted a Medical and Scientific Writers’ Workshop to teach residents, fellows and young practitioners how to communicate their research and increase their chances of being published.
Awards, Accolades & Presentations

**RESEARCH AND EDUCATIONAL FUNDING**
In 2015, these HSS orthopaedic residents collectively received $39,500 in external research grants:

<table>
<thead>
<tr>
<th>Resident</th>
<th>Award Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elizabeth Gausden, MD</td>
<td>OTA Resident Research Grant</td>
</tr>
<tr>
<td>Sravisht Iyer, MD</td>
<td>Cervical Research Society</td>
</tr>
<tr>
<td>Ashley Levack, MD</td>
<td>RJOS/OREF/DePuy Research Grant in Women’s Musculoskeletal Health</td>
</tr>
<tr>
<td>Morgan Swanstrom, MD</td>
<td>OREF/Exactech Resident Research Project</td>
</tr>
<tr>
<td>Ishaan Swarup, MD</td>
<td>OREF/DePuy Resident Research Project</td>
</tr>
</tbody>
</table>

The Inaugural Professional Leadership Education Scholarship was presented to a PGY5, who attended the Accreditation Council for Graduate Medical Education (ACGME) Multi-specialty Chief Resident Leadership Skills Training Program. Supported by funds from the Alumni Association’s “Continuing a Commitment to Educational Excellence” campaign, this scholarship continues to be presented annually to a PGY4/5, providing the opportunity to enhance the professional development that is critical for residents to become effective teachers and successful leaders.

**ACCOLADES**
Numerous HSS print and online communications won awards for design and content, including:

- Two Aster Awards, including a gold award for website ads for an executive leadership webinar program and a silver award for the brochure announcing the 2015 Major League Soccer Medical Symposium.
- Ten awards from the GD USA Health & Wellness Design Awards.
- Three awards from the GD USA American In House Design Awards.

**PRESENTATIONS**
- Our Medical Librarian participated as a faculty member for *Teaching Evidence Assimilation for Collaborative Health Care*, an intensive course at the New York Academy of Medicine for healthcare professionals to learn the many aspects of evidence-based health care.
- *The Effectiveness of Low-impact Exercise Program on Musculoskeletal Health of Asian Older Adults*. Poster presentation by Jane Huang, MPA, at the American College of Rheumatology annual conference.
- *SNEAKER: Instituting Knowledge and Behavior Change to Reduce Childhood Obesity in NYC Public Schools*. Poster presentation by Robyn Wiesel, MCHES, at the American Public Health Association annual conference.
Financials

STATEMENT OF EXTERNAL FUNDING SUPPORT

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount 2015</th>
<th>Amount 2014</th>
<th>Amount 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Visitor Program Fees</td>
<td>$22,000</td>
<td>$12,800</td>
<td>$35,900</td>
</tr>
<tr>
<td>Commercial Development Fees (BSEL)</td>
<td>$164,180</td>
<td>$195,598</td>
<td>$134,347</td>
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<tr>
<td>Corporate Grants</td>
<td>$380,633</td>
<td>$347,390</td>
<td>$361,868</td>
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<td>Dues</td>
<td>$61,800</td>
<td>$48,260</td>
<td>$54,400</td>
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<tr>
<td>Endowments</td>
<td>$178,703</td>
<td>$165,012</td>
<td>$121,973</td>
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<tr>
<td>Exhibit Fees</td>
<td>$238,900</td>
<td>$248,750</td>
<td>$291,350</td>
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<tr>
<td>Foundation Grants</td>
<td>$368,073</td>
<td>$580,022</td>
<td>$594,759</td>
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<tr>
<td>Global Partnerships</td>
<td>$1,088,000</td>
<td>$903,000</td>
<td>$300,000</td>
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<tr>
<td>Individual Donations</td>
<td>$600,289</td>
<td>$48,100</td>
<td>$57,170</td>
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<tr>
<td>Other Funding Sources*</td>
<td>$219,873</td>
<td>$445,646</td>
<td>$329,682</td>
</tr>
<tr>
<td>Registration Fees</td>
<td>$352,114</td>
<td>$560,327</td>
<td>$456,072</td>
</tr>
<tr>
<td>Special Events</td>
<td>$870,023</td>
<td>$615,482</td>
<td>$794,428</td>
</tr>
<tr>
<td>Total External Funding</td>
<td>$4,544,588</td>
<td>$4,170,387</td>
<td>$3,531,949</td>
</tr>
</tbody>
</table>

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

2015 EXTERNAL FUNDING BY SOURCE

- 8% Corporate Grants
- 19% Special Events
- 8% Registration Fees
- 13% Individual Donations
- 5% Other Fundraising Sources
- 4% Commercial Development Fees (BSEL)
- 4% Endowments
- 24% Global Partnerships
- 1% Dues
- 5% Exhibit Fees
- 8% Foundation Grants
2015 Donors to Education & Academic Affairs

CORPORATE GRANTS
Allergan
The ALS Association, Greater New York Chapter
AxioMed, LLC
B. Braun Medical and Aesculap Academy
C. Tech Collections, Inc.
Center for Orthopaedic Trauma Advancement
CSL Behring
DePuy Synthes
DePuy Synthes Mitek
Exactech
Genzyme, a Sanofi company
Game Ready
FUJIFILM SonoSite, Inc.
Exactech
Halyard Health
Harvest Tech
Henry Schein
HydroWorx
Innovative Medical Products
Janssen Pharmaceuticals
Jordan Reses Prescription Management
Kinduct Technologies, Inc.
LDR Spine
Mallickrordt Pharmaceuticals
MARC PRO
Medical Compression Systems, Inc.
Medicrea USA
Medtronic
Misonix
Multi Radiance Medical
Mylan Inc.
Nordic Naturals
NormaTec
Numotion
Omegawave, Inc.
OrthoAlign
Pacira Pharmaceuticals
Pfizer
Recovery Pump
Regenestem LLC
Repelent
ResMed
Revolutionary Medical Devices Inc.
RTI Surgical, Inc.
Smith & Nephew
Sportscorp Travel
Stryker
SwimEx
Synapse Biomedical, Inc.
Teva Pharmaceuticals
The Medicines Company
Theralase Inc.
Therapath Neuropathology
University of St. Augustine
Vector Wellness, Inc.
Walgreens
Woodway USA
Zimmer Biomet

Michael Soudry, MD
Donald C. Stahl, MD
Rajar Taliwal, MD
Apostolos Tambakis, MD
Yusuf Z. Tatti, MD
The Thomas P. Sculco & Cynthia D. Sculco Foundation
Philip D. Wilson, Jr., MD
David Wolff, MD

HSS ALUMNI PRESIDENTS’ FUND
Gary M. Gartsman, MD

ALUMNI ARCHIVES FUND
David Clements, MD

GEORGETTE “GIGI” VIuellen, RN, ONC, ENDED ORTHOPAEDIC NURSING EDUCATION SCHOLARSHIP FUND
Denise L. Coy
David B. Levine, MD
Laura and Steve Robbins

LANCPEETERS, MD, MEMORIAL FUND
Clare M. Rimnac, PhD

LEON ROOT, MD, PEDIATRIC OUTREACH PROGRAM FUND
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Jo Ann Wurzak
Carol Yahr
Anonymous

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Quest Diagnostics
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B. Braun Medical and Aesculap Academy
Bacterin
Bauerfeind USA
Baxter Healthcare
Billing Services, Inc.
Biocomposites, Inc.
Biodev Medical Systems, Inc.
Biodynamic Technologies
Biowave Corporation
CeramTec GmbH
CoachMePlus
Collins Sports Medicine
CuraMedix
DePuy Synthes
DJO Global
Exactech
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