To reach these goals, the Education & Academic Affairs 2011 strategic work plan emphasized establishing benchmarks in program delivery, changes in learner performance and a defined impact on community programming, which are delineated throughout this report.

Efforts continued in 2011 to realize our aspirational statement “to be the ‘most trusted educator’ of patients, the public and health professionals. To ensure academic excellence, HSS thought leaders engage learners at all stages along the education continuum, utilizing adult learning principles.”

The accomplishments illustrated throughout this report are the result of maintaining and strengthening strategic partnerships with our numerous Education & Academic Affairs Advisory Committees, institutional partners and broadening external community relations, now global in scope.

Education & Academic Affairs activities reached nearly 40,000 participants in 2011, a 17 percent increase from 2010 through state-of-the-art Graduate Medical Education (GME) programs, leading-edge Continuing Medical Education (CME) accredited activities, Bioskills Education Laboratory (BSEL) sessions, International Learning and Training Center (ILTC) initiatives, Kim Barrett Memorial Medical Library resources, Public and Patient Education endeavors and a brand-new Academic e-Learning forum.

Inaugurated in 2011, our Academic e-Learning program culminated with the completion of a robust pilot phase in developing a state-of-the-art e-Learning platform and best practice webcasting production processes to extend the reach of HSS musculoskeletal health programs and continue to build the reputation of HSS as the "most trusted educator" via the internet.

Milestones realized include offering online Resident Anatomy Sessions and tutorials to augment residency training, online Visiting Professor Lecture Series presentations and 93rd Annual Alumni Meeting webcasts to enhance HSS Alumni relations and education; digital capture of Medical Staff Conferences to support HSS internal communications; and web and podcasted educational content for healthcare consumers, collectively reaching 2,517 participants.

Financial highlights in 2011 included the capacity to continue diversifying funding streams to support our programming, resulting in a 200 percent increase in total exhibitor fees for professional education activities compared to 2010. Alumni Association programs and philanthropy produced a 12 percent increase in total dues and ongoing support by alumni of the recently created HSS Alumni Fund. Another success in 2011 occurred with a 19 percent increase in external funding for a total of $3.77 million, demonstrating our sustained ability in fostering relationships to acquire vital financial resources to meet our goals.

To strengthen physician-hospital partnerships, an orthopaedic faculty reimbursement program...
2011 HIGHLIGHTS AND STRATEGIC ACCOMPLISHMENTS

ACADEMIC TRAINING

GRADUATE MEDICAL EDUCATION PROGRAMS

HSS trained more than 700 visiting and aspiring physicians to become leaders in musculoskeletal medicine in 2011. In addition to our 42 orthopaedic residents, there were 82 fellows in orthopaedics, rheumatology, anesthesiology, radiology, neurology, and in three new areas: primary care sports medicine, hip preservation and scoliosis. More than 460 trainees rotated at HSS as part of their training at other institutions while 135 medical students from the world’s most prestigious medical schools completed HSS clerkship training. All of these trainees are fully credentialed and supported by the Academic Training department.

2011 was a notable year with the Accreditation Council for Graduate Medical Education (ACGME) requesting that programs around the country examine the way trainees are supervised when caring for patients. In response, Academic Training worked with our program directors to update the Delineation of Privilege (DOP) form for each trainee level, ensuring the right balance of providing our trainees a rich learning experience while providing our patients with the highest level of clinical care and safety. In addition, we modified the way our trainees were evaluated to ensure alignment with the DOPs.

Two more significant accomplishments came from the trainees themselves. One was the formation of the House Staff Quality Council, a resident- and fellow-led initiative to look at ways to improve care at HSS from those closest to the patients. The other was the appointment of one of our residents to the ACGME Residency Review Committee for Orthopaedic Surgery demonstrating our efforts in achieving our academic mission of “training the academic thought leaders in musculoskeletal medicine.”

It was a prolific year for research activity among the orthopaedic residents, evidenced by 16 research grants submitted in 2011, with five grants awarded, totaling $59K. In addition, the Louis and Rachel Rudin Foundation continued to support two HSS residents in their research year. Furthermore, internal research presentation programs for both residents and fellows were expanded to include poster presentations in 2011, allowing eight additional fellows to present their research along with the 16 podium presentations.

KIM BARRETT MEMORIAL LIBRARY

The Kim Barrett Memorial Library (KBML) underwent a continued renovation in response to the growing usage of library work stations by all members of the HSS staff. Three new workstations were added along with a table with electrical ports providing wireless connectivity to library resources and an additional workspace for the Academic Research Coordinator, who became full time in 2011.

Along with more space in the library to help users on-site, the library launched a program to support our HSS Alumni around the world. The Loansome Doc program enables Alumni to request articles from the KBML electronically through PubMed and has provided 90 publications since its inception.

The library continued to foster research at HSS by providing support in and conducting systematic reviews. KBML and Academic Training research assistance resulted in multiple paper publications including the Journal of Bone Joint Surgery and the 2011 American Academy of Orthopaedic Surgeons meeting. A number of papers submitted were also accepted for publication in 2012.

BIOSKILLS EDUCATION LABORATORY

The BSEL continues to be an integral surgical training resource for HSS residents and fellows with a 42 percent growth in total BSEL activity from 2010. A surgical simulator was acquired to augment the curriculum for PGY-1s and PGY-2s, stimulating a research study to assess the impact of training integrating the simulator with cadaver work. Research activity growth continued to burgeon in 2011 with a 150 percent increase from 2010, culminating with HSS resident research presentations at seven different national professional forums.

For the third consecutive year, HSS female attendings and residents teamed up with the Perry Initiative, a mentoring program aimed at encouraging young high school women to explore the field of orthopaedic surgery and engineering, facilitating an educational forum with the goal of inspiring future leaders in these fields.

2011 BSEL HIGHLIGHTS

<table>
<thead>
<tr>
<th>NUMBER OF LAB SESSIONS</th>
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<tbody>
<tr>
<td>2011</td>
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<tr>
<td>2010</td>
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<tr>
<td>2009</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>NUMBER OF LAB PARTICIPANTS</th>
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</thead>
<tbody>
<tr>
<td>2011</td>
</tr>
<tr>
<td>2010</td>
</tr>
<tr>
<td>2009</td>
</tr>
</tbody>
</table>
was implemented in 2011 and administered through Education & Academic Affairs to recognize teaching efforts and extend the HSS brand beyond the HSS campus. A total of 27 faculty members participated in 53 programs, presenting on a national and international basis on behalf of HSS ranging from Wyoming, Colorado and Florida to Brazil, France, Ireland, Mexico, Sweden, Portugal and Jordan.

A meeting space analysis was completed in 2011 to assess current and future resource needs to meet the continued organizational expansion plans through 2015.

While HSS professional staff grew by 52 percent from 2006 to 2010, meeting room space remained flat. Current organizational projections predict continued growth for the hospital across service areas, resulting in an estimated 9 percent increase from 2010 to 2015, or a 67 percent increase from 2005 to 2015.

Committed to training the nation’s next generation of doctors, perfecting the skills of our current medical staff and enhancing public awareness of musculoskeletal health, plans are underway to assess new meeting space that will provide a myriad of educational opportunities, including those for healthcare providers from other countries.

In 2012, ongoing research will continue to explore adequate physical space needs to achieve the HSS education mission.
Professional Education Collaborations
In 2011, the Office of Continuing Medical Education (OCME) continued to cultivate professional education collaborations with a variety of external organizations encompassing research, nursing, physician audiences, physical therapists and athletic trainers both nationally and internationally. HSS maintained accreditation of grand rounds for the New York Society of Physical Medicine & Rehabilitation and disseminated collaboratively developed curriculum on Rheumatoid Arthritis with the Network for Continuing Medical Education, grand rounds reaching more than 1,000 community-based rheumatologists and primary care physicians nationwide.

A new relationship was initiated with Major League Soccer via a CME-accredited program tailored to physicians, physical therapists and athletic trainers who care for elite soccer athletes. HSS jointly sponsored a five-day course focused on bone and joint surgery in Salzburg, Austria, with the American Austrian Foundation, an organization that HSS faculty have been integrally involved with for many years. HSS collaborated with the University of Ottawa for a three-day course on “Joint Preserving and Minimally Invasive Surgery of the Hip,” attracting international faculty and participants.

OCME joined with the New York State Society of Orthopaedic Surgeons to provide a first-of-its-kind course in New York state enabling orthopaedists to earn self-assessment credits in conjunction with surgeons’ Maintenance of Certification requirements from the American Board of Orthopaedic Surgeons. OCME also worked with the New York State Neurological Society to jointly sponsor the society’s annual meeting.

The American Journal of Nursing (AJN), HSS and the National Association of Orthopaedic Nurses brought together nursing thought leaders in the field of osteoarthritis working in various settings to identify the gaps in the knowledge and skills that are vital for nurses providing frontline OA care to patients. The purpose of this meeting was to synthesize the existing research on best practices in osteoarthritis care, identify the challenges and gaps in the research that are essential for improving nurses’ roles in the delivery of evidence-based care to a growing cohort of patients, and develop strategies for improving nurses’ knowledge and competencies in the areas of OA prevention, early detection, treatment, prevention of complications and promoting and maintaining optimum function. Plans are underway to publish a journal supplement of the proceeds from this meeting in the AJN in 2012.

Data Collection and Benchmarks
Data collection efforts to measure the effectiveness of HSS professional education programs against identified benchmarks continued in 2011 resulting in ongoing refinement of the HSS professional education program platform. Measuring and responding to programmatic outcomes supports our strategic priority of being “the most trusted educator” in musculoskeletal medicine by producing programs that foster quality care and patient safety.

Below is an aggregated look at how 2011 professional education programs met or exceeded the identified benchmarks.

<table>
<thead>
<tr>
<th>PROFESSIONAL EDUCATION BENCHMARKING RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Audience</strong></td>
</tr>
<tr>
<td>100% of the activities achieved their stated target audiences with regard to participant specialty</td>
</tr>
<tr>
<td><strong>Learner Change</strong></td>
</tr>
<tr>
<td>On a 7-point Likert scale, with 1 being least likely and 7 most likely to integrate learning, grand mean equals 5.67</td>
</tr>
<tr>
<td><strong>Budget Solvency</strong></td>
</tr>
<tr>
<td>100% of program budget achieved (63% obtained income/expense)</td>
</tr>
<tr>
<td><strong>Free From Commercial Bias</strong></td>
</tr>
<tr>
<td>100% of the activities were perceived to be free from commercial bias by program evaluation respondents (all had responses of 90% or higher indicating that commercial bias was not perceived)</td>
</tr>
</tbody>
</table>
THE EDUCATION DIVISION AT HOSPITAL FOR SPECIAL SURGERY IS COMMITTED TO BEING THE SOURCE FOR OUTSTANDING INITIATIVES IN EDUCATION, TRAINING, RESEARCH AND INFORMATION FOR LOCAL, NATIONAL AND INTERNATIONAL COMMUNITIES TO PREVENT AND TREAT MUSCULOSKELETAL CONDITIONS.

2011 PPED HIGHLIGHTS

Community Service Plan
HSS advanced its Community Service Plan agenda, a New York State Department of Health public health initiative, in three key areas: nutrition and physical activity, osteoarthritis and osteoporosis. Public & Patient Education (PPED) offered nearly 400 community-based exercise classes, educational forums and outreach opportunities reaching nearly 3,000 participants in 2011. Highlights include:

- Nutrition and physical activity: PPED collaborated with the Charla de Lupus program to implement the Super Nutrition Education for All Kids to Eat Right (SNEAKER©) program to teens living with lupus.

- Osteoporosis: HSS was again funded by the New York State Department of Health as a regional osteoporosis resource center for the greater metropolitan area NYSOPEP program. Despite funding termination mid-cycle due to New York State fiscal budget constraints, HSS remains committed to continuing its osteoporosis programming and will launch its Osteoporosis Wellness Initiative in 2012.

- Osteoarthritis: HSS collaborated with Weill Cornell Medical Center’s Translational Research Institute on Pain in Later Life and the Arthritis Foundation to offer a three-part pain management lecture series and an osteoarthritis seminar, respectively.

In order to better demonstrate the impact of PPED programs on the community and community health, evaluation tools were refined and piloted in 2011 with an emphasis on measuring four key health outcomes: pain, falls, balance and physical activity. Preliminary results are shown below and indicate the positive impacts on these health outcomes.

Academic e-Learning Programs
PPED offered several e-Learning opportunities to the community through both live and on-demand webinars.

- “Runners Health & Marathon Training Learning Series” in collaboration with HSS marketing department and the New York Road Runners Club
- “Eleventh Annual Charles L. Christian Symposium: Today’s Options for Osteoarthritis Management,” co-sponsored by the Arthritis Foundation
- “Advances in Lupus Research: Spotlight on Treatment,” sponsored by the Lupus Foundation of America

Leon Root, MD, Pediatric Outreach Program (POP)
POP conducted 11 school-based screenings in 2011, evaluating 637 children living in Harlem, the Bronx and the Lower East Side. A total of 122 children were referred for follow-up care: 56 to HSS for musculoskeletal issues and 66 for primary care health issues including nutrition and dental.

Pediatric Orthopaedic Clinics at the Charles B. Wang Community Health Center grew by 28 percent from 2010; 88 children were examined with 11 referrals to HSS clinics. One young child diagnosed with bilateral congenital trigger thumbs had surgery at HSS to release his right thumb after having a successful operation on his left thumb in 2010.

Greenberg Academy for Successful Aging (GASA)
GASA offered 80 exercise-based and educational classes, reaching 1,092 participants. The GASA program collaborated with Kingsborough Community College on their Spring 2011 Health & Fitness Bulletin, targeted to retired faculty and reaching more than 2,000 retirees. The article focused on maintaining a healthy lifestyle, emphasizing fall prevention, safety, exercise and patient-doctor communication.

A new program on “Stronger Bones for Older Adults” was offered by GASA, highlighting the HSS five-point treatment plan for osteoporosis while the Speaker’s Bureau continued to be very successful, offering four train-the-trainer programs addressing a variety of topics.

IMPACTING THE COMMUNITY

- Participants that reported improved balance: 73%
- Participants that reported pain relief: 61%
- Fewer people with muscle/joint pain: 17%
- Participants that reported reduced falls: 9%
Education Publications & Communications continued to expand the reach of print and electronic communications to promote awareness of professional and community-based educational programs, in turn enhancing the global HSS brand.

With the advent and launch of Academic e-Learning programs in 2011, brand identity development and assistance with program implementation was a major priority.

**HSS Journal**
The *HSS Journal* completed its sixth year of publication and in 2011 expanded to three issues per year. Each issue has an international distribution to 18,000 healthcare professionals, including HSS Alumni.

Continued strategic efforts to support the application for indexing in 2013 included exploring emerging markets, producing special issues focused on hot topics in the field of orthopaedics and musculoskeletal medicine (a dedicated OA issue will launch in Spring 2012) and marketing targeted content through press releases and e-marketing campaigns to increase viewership, downloads and citations. There was approximately a 25 percent increase in the number of submissions from 2010 to 2011.

**Grand Rounds from HSS/Management of Complex Cases**
Another core institutional publication, *Grand Rounds from HSS/Management of Complex Cases*, expanded to three issues in 2011 with the launch of a volume dedicated entirely to rheumatology.

Each of the two orthopaedic issues reaches an international audience of 24,000 orthopaedic surgeons and HSS Alumni. The rheumatology edition was delivered to a worldwide audience of 8,000 ACR members, HSS Alumni and a targeted distribution to NewYork-Presbyterian/Weill Cornell Medical Center medical staff. Each issue of *Grand Rounds from HSS/Management of Complex Cases* is presented on the website with a full gallery of case images.

**HealthConnection FastFacts**
A new online health education newsletter, *HealthConnection FastFacts*, introduced in the last quarter of 2011. This publication is designed to provide the public with fast, current, accurate musculoskeletal and general health information. Issue topics presented were “Marathon Fitness for the First Timer” and “Facts You Should Know About the Flu.”

**Online Readership Statistics**
Major publications are posted online to increase the reach of educational content. We track views of these core publications; total number of views for 2011 are shown below.

<table>
<thead>
<tr>
<th>Views</th>
<th>Publication</th>
</tr>
</thead>
<tbody>
<tr>
<td>33,515</td>
<td>HealthConnection (May and December 2011 issues)</td>
</tr>
<tr>
<td>25,793</td>
<td>Education to Empowerment (Spring and Fall 2011)</td>
</tr>
<tr>
<td>5,272</td>
<td>FastFacts (October and December 2011 issues)</td>
</tr>
<tr>
<td>2,781</td>
<td>Education &amp; Academic Affairs Annual Report (2010)</td>
</tr>
<tr>
<td>1,642</td>
<td>Grand Rounds from HSS/Management of Complex Cases (2011 issues)</td>
</tr>
<tr>
<td>1,120</td>
<td>Visiting Professor Lecture Series Calendar (2010-11)</td>
</tr>
<tr>
<td>910</td>
<td>HSS Alumni News (Spring and Fall 2011 issues)</td>
</tr>
</tbody>
</table>

**AWARDS & ACCOLADES**

*Aster Awards* honor excellence in medical marketing.
- **Gold Aster Award**
  2009 Education & Academic Affairs Annual Report
  Category: Publication/Internal – Single
- **Silver Aster Award**
  From Education to Empowerment: Spring 2010, Fall 2010, Spring 2011
  Category: Patient Education – Series

*Magnum Opus Awards* identify and celebrate all the “little things” custom media makers do. It is a premier recognition program for design, marketing/communications and custom magazine awards.
- **Magnum Opus Silver**
  Most Improved Design
  Alumni Association Annual Meeting Brochure

*APEX Awards* are based on excellence in graphic design, editorial content and the ability to achieve overall communications excellence. APEX Awards of Excellence recognize exceptional entries in each of the individual categories.
- **APEX Best Redesign**
  Visiting Professor Lecture Series Calendar
- **APEX Most Improved Brochures, Manuals & Reports**
  Alumni Association Annual Meeting Brochure
2011 HIGHLIGHTS AND STRATEGIC ACCOMPLISHMENTS

EDUCATION MEDIA SERVICES

Education Media Services (EMS) continued to provide integrated media solutions for the HSS community along with professional, public and patient education constituents by improving the audio-visual experience while increasing the value, quality and service of healthcare education. Several of the EMS solutions are real-time, helping to create engaged participants in academic training and related affairs.

Through expanding e-communication platforms encompassing video/audio conferencing, webinar and podcast capabilities, synchronized live feeds from numerous operating rooms and our BSEL cadaver lab to the Richard L. Menschel Education Center augmenting surgical education, Education Media Services advanced HSS into the healthcare market of integrated technology and communications.

Meeting Room Management
Education Media Services maintained oversight of HSS audio-visual (AV) services that comprise the Richard L. Menschel Education Center plus 32 conference rooms throughout the HSS campus.

In 2011, EMS became an essential partner in the project management and coordination for all new meeting room spaces and AV integration on the HSS campus, culminating in the completion of two new meeting rooms on the 10th and 11th floors of the main hospital, two integrated spaces on the new 9th floor Rehabilitation Unit and the 8th floor in the Bioskills Education Laboratory. The organizational online room scheduling and resource management application, Meeting Room Manager™, was fully employed in 2011 resulting in increased efficiency of institutional utilization of meeting room space.

Unified Communication Resources
Education Media Services facilitated the implementation of a number of multi-solution media tools that now provide HSS with the ability to reach a distance audience from anywhere across our campus to across the globe. WebEx®, a desktop sharing application accessed through a web browser with phone and video conferencing, was utilized at the last minute to remedy a guest faculty’s travel delay during our 93rd Annual Alumni Meeting. Through this desktop conferencing resource, one of our keynote speakers was able to deliver his presentation, interact with the audience and take questions as if he were physically at HSS.

EMS successfully integrated our video conferencing platform to bridge Adult Reconstruction & Joint Replacement grand rounds with the Beijing Hospital on multiple occasions.

EMS also completed a pilot phase in the implementation of an institutional Academic e-Learning program using a webinar technology platform, Mediasite®, enabling a global reach for e-Programs available live and on-demand along with podcasts.

More than 2,500 participants were reached online through Academic e-Learning pilot programs in the second half of 2011.

Academic e-Learning Programs
Online healthcare consumer and professional education programming in musculoskeletal medicine was unveiled in 2011 using web and mobile formats to extend the national and global reach of HSS. State-of-the-art web technology enabled HSS to film content experts and produce webcasts using rich multimedia to broadcast vital educational programming. Fifteen Academic e-Learning Web-based programs for healthcare professionals and community education were completed by the end of 2011, applying e-learning industry best practices to the production process.

The ability to capture and disseminate content over the internet extended the reach of HSS lectures into new markets, increasing program participation by adding alternative live online and archived formats for the audience. Web programming enabled HSS alumni and members of the staff access to relevant educational and strategic programs. The total online reach of Academic e-Learning pilot programs for the second half of 2011 was 2,517 including webcast views and podcast downloads.

PUBLIC AND PATIENT EDUCATION WEBCASTS
By number of people/views

New York Road Runners: Part 1
- Live on-site attendance: 106
- Live online views: 69
- On-demand views: 236

New York Road Runners: Part 2
- Live on-site attendance: 55
- Live online views: 79
- On-demand views: 502

Advances in Lupus Research
- Live on-site attendance: 20
- Live online views: 380
- On-demand views: 391

Osteoarthritis 2
- Live on-site attendance: 84
- Live online views: 0
- On-demand views: 90
EDUCATION & ACADEMIC AFFAIRS FACULTY LEADERS

PROFESSIONAL EDUCATION (continued)

industry and governmental representatives to hold comprehensive discussions on all aspects of osteoarthritis. Finally, HSS led the development of the International Consortium of Orthopaedic Registries (ICOR), who met at the Food and Drug Administration (FDA) in May 2011. This initial meeting, which resulted from a contract awarded by the FDA, attracted more than 70 attendees representing 30 registries from 15 different countries and a total of 3 million patients. ICOR will work toward creating a registry network to provide a worldwide view of orthopaedic patient outcomes and to compare the differences among treatment options.

International Society of Orthopaedic Centers

The fourth International Society for Orthopaedic Centers (ISOC) meeting was held in Santiago, Chile, in 2011. Clínica Alemana, the host institution, facilitated cutting-edge scientific presentations along with meetings on education and research. CEOs of ISOC centers met at the same time to discuss the outcomes from a project comparing common metrics. ISOC selected its first traveling fellow, Saeed Al-Asaad, MD, from India, who will be conducting research on “Perioperative Testing for Joint Infection in Patients Undergoing Revision Total Hip and Knee Arthroplasty” at three ISOC centers. In addition, a product from the 2010 Annual ISOC meeting was the publication of the HSS Journal article “CEOs from Orthopaedic Centers Worldwide Meet to Discuss Common Challenges: 2010 Annual Meeting of the International Society of Orthopaedic Centers.”

OFFICE OF ALUMNI AFFAIRS

The Alumni Affairs Committee continued its charge to support alumni operations, develop strategies to improve communication, review findings and recommendations of the Finance Subcommittee, plan alumni activities and identify opportunities to realize its mission – “to promote the exchange of information among HSS graduates, medical staff and other hospital representatives, by creating a dynamic alumni network that will stimulate interest, build loyalty, increase involvement and generate support for the Hospital and fostering a sense of community and pride in its Alumni Association.”

Our 51 class representatives and eight international alumni ambassadors continued to work in collaboration with Alumni Affairs leadership and the Office of Alumni Affairs to identify strategic opportunities to foster communication, education and networking to strengthen the association, resulting in a number of new initiatives.

■ The Physician Referral Pilot Program was created to streamline the process for alumni who refer patients to HSS, linking patients with a dedicated staff member of the Physician Referral Department, providing a personal liaison with the patient and HSS physician.

■ An HSS Alumni Association hospitality suite hosted more than 50 alumni at the 2011 AAOS Conference in San Diego.

■ The Online Career Network provides a resource for alumni either recruiting or searching for a position via the HSS alumni website.

■ Targeted Academic e-Learning programs launched to provide alumni with CME-accredited, online educational activities along with an array of consumer healthcare educational webinars for their patients.

■ Alumni subspecialty events were expanded through coordinated efforts with HSS’s services, including the Adult Reconstruction and Joint Replacement (ARJ) Resources & Shoulder Service; the Department of Anesthesiology; and the Division of Rheumatology.

Alumni participation in annual dues and philanthropy remained strong, with a 12 percent increase in dues participation in 2011, continued donor contribution to the HSS Alumni Fund and Georgette "Gigi" Vailion, RN, ONC, Orthopaedic Nursing Education Endowed Scholarship Fund, corporate giving and implementation of a new fund in memory of Lance Peters, MD (1999 resident; 2011 fellow).

The Lance Peters, MD, Memorial Fund was established to facilitate the Lance Peters, MD, Biomechanics Research Award that will be disseminated for the top biomechanics research paper by a resident, clinical or research fellow. The first award will be presented at the 94th Annual Alumni Meeting in November 2012.
PHILANTHROPIC GIVING TOUCHED EVERY AREA of Education & Academic Affairs in 2011, providing vital support to Professional Education, Graduate Medical Education, Public & Patient Education, International Learning & Training, Education Media Services, Academic e-Learning and our Bioskills Education Laboratory. Our diversified external funding sources offer critical funding to the work of Education & Academic Affairs and its role in advancing the treatment and prevention of musculoskeletal conditions.

STATEMENT OF **EXTERNAL FUNDING SUPPORT**

<table>
<thead>
<tr>
<th>FUNDING SOURCE</th>
<th>2011</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Visitor Program Fees</td>
<td>$7,100.00</td>
<td>$8,100.00</td>
<td>$13,000.00</td>
</tr>
<tr>
<td>Commercial Development Fees</td>
<td>$162,211.48</td>
<td>$127,511.58</td>
<td>$94,090.83</td>
</tr>
<tr>
<td>Corporate Grants</td>
<td>$683,236.00</td>
<td>$751,784.00</td>
<td>$1,062,782.14</td>
</tr>
<tr>
<td>Dues</td>
<td>$83,000.00</td>
<td>$74,000.00</td>
<td>$62,620.00</td>
</tr>
<tr>
<td>Endowments</td>
<td>$1,900.00</td>
<td>$700.00</td>
<td>$2,635.00</td>
</tr>
<tr>
<td>Exhibit Fees</td>
<td>$502,455.00</td>
<td>$166,500.00</td>
<td>$59,050.00</td>
</tr>
<tr>
<td>Foundation Grants</td>
<td>$428,068.00</td>
<td>$958,875.00</td>
<td>$576,600.00</td>
</tr>
<tr>
<td>Individual Donations</td>
<td>$24,855.00</td>
<td>$39,543.00</td>
<td>$18,051.00</td>
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<tr>
<td>Other Funding Sources</td>
<td>$388,238.00</td>
<td>$51,678.51</td>
<td>$151,171.00</td>
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<tr>
<td>Registration Fees</td>
<td>$530,599.00</td>
<td>$529,906.50</td>
<td>$590,122.83</td>
</tr>
<tr>
<td>Research Grants</td>
<td>$152,436.00</td>
<td>$60,800.00</td>
<td>$113,687.00</td>
</tr>
<tr>
<td>Special Events*</td>
<td>$809,498.00</td>
<td>$409,451.00</td>
<td>$277,899.00</td>
</tr>
<tr>
<td><strong>Total External Funding</strong></td>
<td><strong>$3,773,596.48</strong></td>
<td><strong>$3,178,849.59</strong></td>
<td><strong>$3,021,708.80</strong></td>
</tr>
</tbody>
</table>

* Numbers include 2009, 2010 and 2011 Autumn Benefit and Young Friends of HSS Event.
OUTSTANDING INITIATIVES IN EDUCATION, TRAINING, RESEARCH AND INFORMATION FOR LOCAL, NATIONAL AND INTERNATIONAL COMMUNITIES TO PREVENT AND TREAT MUSCULOSKELETAL CONDITIONS.

EXTERNAL FUNDING 2009–2011

TOTAL EXTERNAL FUNDING 2009–2011

2011 EXTERNAL FUNDING BY SOURCE

$3.77 million

Research Grants 4%
Foundation Grants 11%
Commercial Development Fees 4%
Other Funding Sources 10%
Endowments <1%
Exhibit Fees 13%
Academic Visitor Program Fees <1%
Corporate Grants 18%
Special Events 21%
Individual Donations 1%
Dues 2%
Registration Fees 14%

Academic Visitor Program Fees
Foundation Grants
Corporate Grants
Commercial Development Fees
Individual Donations
Other Funding Sources
Endowments
Exhibit Fees
Academic Visitor Program Fees
Research Grants
Special Events
Individual Donations
Dues
Registration Fees

2010
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2009

$200k $400k $600k $800k $1mil

$200k $400k $600k $800k $1mil

$3.77 million
EDUCATION & ACADEMIC AFFAIRS REMAINS EXTREMELY GRATEFUL to our more than 190 contributors for their ongoing support to fund HSS educational activities aimed to achieve our mission in “being the most trusted educator.” We remain deeply appreciative for the financial commitment of our numerous friends, alumni, medical staff, corporate donors, foundations, special events sponsored by HSS committees and organizations whose generosity is essential to our ability to achieve our strategic goals. Our donors listed below enhance the Hospital’s efforts of being the source for outstanding initiatives in education, research and information for local, national and international communities.

CORPORATE GRANTS
Allergan
Amgen Inc.
Avanir Pharmaceuticals
B. Braun Medical Inc.
Billing Services Inc.
BioMarin Pharmaceutical Inc.
Biomed Pharmaceuticals
Biomet Inc.
CSL Behring
DePuy Mitek, Inc.
Endo Pharmaceuticals
Genzyme Biosurgery
Integra LifeSciences Corp.
Medical Liability Mutual Insurance Company
Medtronic Sofamor Danek
Merck & Co., Inc.
New Haven Travel
Novartis Pharmaceuticals
Ortho-McNeil Pharmaceutical, Inc.
Ossur Americas, Inc.
Pfizer Inc
Purdue Pharma LP
Synthetex (USA)
Telecris Biotherapeutics, Inc.
Teleflex Medical
Tornier, Inc.
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