Committed to Being the Most Trusted Educator in Musculoskeletal Medicine
Hospital for Special Surgery (HSS) 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. Our physicians, allied health professionals, alumni and staff aspire to be the “most trusted educator” for the general public, patients and healthcare professionals worldwide. In 2014, we strengthened strategic alliances with institutional partners and our 26 education and academic affairs advisory committees and task forces to further external community relations globally.

- We trained 45 residents, 73 fellows, and 604 medical students and trainees.
- 159,000 web visitors obtained community education information through the HSS website.
- Content and curriculum was accessed nearly 49,000 times by participants through a variety of educational offerings—many accredited by the Accreditation Council for Graduate Medical Education (ACGME), Accreditation Council for Continuing Medical Education (ACCME), American College of Surgeons, Board of Certification (BOC) for the Athletic Trainer, and New York State Education Department for Physical Therapy Continuing Education.
- Our ACCME-accredited and non-accredited professional education programs included 39 live programs, grand rounds and CME-approved HSS Journal® articles. Over 200 virtual professional education modules were disseminated via live streaming and on-demand formats.

**EXTENDING EDUCATION TO THE GLOBAL COMMUNITY**

Through eAcademy, HSS has leveraged technology to offer more than 200 professional education activities. Community engagement increased threefold to 8,700 eModule enrollments spanning 113 countries. HSS eAcademy’s didactic on-demand lectures, surgical videos and “Conversations with the Experts” are available 24/7.

- **200+** education programs
- **8,700** eModule enrollments

**A SIGNIFICANT GLOBAL PRESENCE THROUGH:**
- HSS eAcademy programs
- Global partnerships
- International programming
- Humanitarian efforts

HSS eAcademy modules have reached professionals in 113 countries to date
HSS AND FOCOS: A RECIPROCAL RELATIONSHIP

HSS formally launched its first humanitarian affiliation with FOCOS (Foundation of Complex Orthopaedics and Spine) to improve orthopaedic care provided to patients in Ghana. HSS staff members have long been supportive of this mission and in past years have totaled nearly 60% of all FOCOS annual volunteers.

60% of annual FOCOS volunteers have been from HSS

MORE THAN 550 COMMUNITY CLASSES AND FORUMS

In 2014, HSS facilitated more than 550 community-based exercise classes and educational forums, reaching over 1,150 people with more than 5,400 program visits.

EXPANDING TELEPRESENCE

Thanks to a significant gift from Rita and Gus Hauser, HSS expanded and strengthened its technology infrastructure to improve access to its clinical and academic expertise. Plans are under way to video-enable four operating rooms to grow global medical education initiatives.
Department Highlights

PROFESSIONAL EDUCATION

The Professional Education Department continued to grow with the full integration of HSS eAcademy programs into its program offerings. With webinars, live-streaming and on-demand programs, traditional onsite activities and grand rounds, the Department served almost 28,000 learners in 2014 through innovative initiatives for internal and external audiences.

• An inaugural multidisciplinary quality and CME initiative—education, quality and medical staff, in collaboration with residents, physician assistants, and nurses established a protocol for identifying and preventing postoperative neurological deficit (foot drop).

• Outreach expanded to sports specialists—including athletic trainers, strength and conditioning coaches, physical therapists and exercise physiologists—through the IMG Academy collaborative program The Rotational Athlete (held in Florida), and hosting of the American College of Sports Medicine-Greater New York Regional Chapter’s 8th Annual Meeting at HSS (featuring live streaming) for more than 140 physical therapists and exercise physiologists.

HSS eACADEMY

2014 was a year of groundbreaking development for HSS eAcademy on all fronts—content, community and HSS physician and clinician engagement. Content more than doubled to 200+ professional education activities, while community engagement increased threefold to 8,700 eModule enrollments. The catalysts for this growth were the vision and content framework established by the HSS eAcademy Advisory Council and its “eAcademy champions,” who represent virtually every department and service. Widespread engagement of HSS faculty generated a robust, multi-year pipeline of highly valued and diverse digital content in various formats.
GLOBAL PARTNERSHIPS
HSS expanded its Global Partnerships in education and training, humanitarian work and business development.

- The HSS-China Exchange included six additional participants in the Junior Faculty Observation Program, four Grand Rounds videoconferenced sessions with the ARJR Service, and a live symposium at Peking University in Beijing, with 130 Chinese surgeons in attendance.

- The International Society of Orthopaedic Centers, Ltd. (ISOC) now includes 20 members in 17 countries, with the addition of Hadassah Medical Center in Jerusalem and The Institute for Locomotion in France.

- HSS formally launched its first humanitarian affiliation with FOCOS in Ghana, consisting of eight subcommittees aimed at improving the delivery of quality orthopaedic care, education and training, and research.

- Formal partnerships with Brazil and South Korea were established in 2014. HSS is assisting Hospital Alvorada of AMIL in São Paulo, Brazil over a four-year period to improve orthopaedic care. HSS experts also visited Bumin Hospital Group of South Korea to conduct an onsite assessment and share knowledge on how to create a new, state-of-the-art sports medicine service.

- Educational programs for Greek orthopaedic surgeons continued to be offered through the Stavros Niarchos Foundation-Thomas Sculco, MD, Orthopaedic Fellowship and the Stavros Niarchos Foundation Orthopaedic Seminar Program. Orthopaedic surgeons from Greece attended the 2014 program: Anterior Approach to Total Hip Arthroplasty and Arthroscopic Shoulder Stabilization and the 8th Annual HSS Sports Medicine Symposium.

OFFICE OF ALUMNI AFFAIRS
The HSS Alumni Association continued to build a strong network aligning with the needs of its members. With close to 2,000 alumni, the Office of Alumni Affairs worked directly with our 74 Class Representatives and 10 International Ambassadors to create a sense of community. Utilizing a HIPAA-compliant physician collaboration network—alumni can more effectively connect with each other virtually through an exclusive HSS alumni portal as well as through other portals for orthopaedic professionals. This platform provides a vital resource to increase engagement with alumni, faculty and current trainees. Alumni subspecialty events also expanded, creating more opportunities for building meaningful relationships with peers, while enhanced communications enable alumni to connect with its global community.
Department Highlights

ACADEMIC TRAINING
An intensive surgical skills training for first-year residents before starting their clinical rotations was piloted in 2014. The aim of this “boot camp” was to create a structured program of simulation training to help master baseline skills before operating on patients, and to provide a uniform experience incorporating key American Board of Orthopaedic Surgery modules. Basic Skills were taught by orthopaedic faculty and operating room staff and ranged from suturing and knot-tying to bone handling and K-wire techniques in the Bioskills Education Laboratory. As the residents practice these skills throughout the first year, they are assessed by their surgical skills mentor.

MEDICAL STAFF SERVICES
Medical Staff Services joined Education & Academic Affairs in 2014—now collectively committed to protecting patient safety and staff quality through a rigorous review of physicians-in-training, along with ensuring new faculty appointments and allied health professionals’ skills and knowledge are maintained in the rapidly changing healthcare environment. In 2014, 785 physicians and allied health professionals were credentialed—a 3.7% increase from 2013. Appointments were also facilitated at Weill Cornell Medical College encompassing four initial appointments and 183 reappointments in the Department of Orthopaedic Surgery. Nineteen HSS faculty received WCMC promotions and an additional 116 orthopaedic surgeons maintained appointments to the New York-Presbyterian Hospital medical staff.

KIM BARRETT MEMORIAL LIBRARY
The Kim Barrett Memorial Library remains a source for education and learning for all HSS employees. Customized orientations and instructional sessions were implemented to support department-specific needs. Library staff also contributed to initial rollout of the Flipped Classroom Model to enhance GME curriculum, enabling residents to access and learn traditional morning lecture material online prior to conference—fostering active learning with their peers and HSS faculty instructors during live sessions. In addition, the library team helped FOCOS establish a formal medical library at their hospital in Ghana, providing guidance on collection development and advice regarding educational technologies, as well as participating on the FOCOS Library Advisory Services Subcommittee.

BIOSKILLS EDUCATION LABORATORY (BSEL)
The BSEL is a simulated surgical training facility with equipment similar to that in operating rooms, enabling trainees to become familiar with orthopaedic surgical devices. The BSEL has served as a venue for surgical research that has been published and presented at over 20 professional meetings. In 2014, the lab facilitated over 400 sessions, including core resident/fellow curriculum; summer anatomy sessions; industry sessions; and specialty sessions such as the Niarchos Program and the Perry Outreach Program (for female high school students). New BSEL curricula include trauma sessions for first-year residents featuring one-on-one training and special sessions taught by visiting HSS alumni.
HSS Journal® publishes original, peer-reviewed research and review articles along the spectrum of musculoskeletal diseases and conditions. The editorial board had a retreat in 2014 to discuss the strategic plan for the next five years, with the ultimate goal of increasing the journal’s dissemination of cutting-edge treatment and research from around the world.

Other milestones included implementing HSS Journal® Table of Contents emails to regularly communicate with professionals regarding new journal issues, CME activities, and events. In 2014, these messages reached over 25,000 individuals. Article submissions realized a 14.6% growth from the previous year and over 52,000 full-text downloads occurred, demonstrating a notable increase in article usage and readership. Awareness of HSS Journal® content was also elevated through social media channels such as tweets of relevant article and postings on the for[MD] platform.

EDUCATION MEDIA SERVICES

Education Media Services (EMS) manages audiovisual systems across 41 meeting spaces and more throughout the main campus and satellite locations, continuing to grow the institution’s dedication to staying current with technology. In 2014, HSS upgraded technology in the Richard L. Menschel Education Center. The gift from Rita and Gus Hauser supported enhancement of the core education center and provided a dedicated, centralized network operations center for all video conferences, webcasts and live meetings hosted at HSS. Other EMS advances that occurred in 2014 included:

• **Webcasting:** Hosting and technical support provided to all live-streaming webcasts that produced over 1,000 hours of live and recorded content.

• **TelePresence Technology:** Connecting HSS Sports Medicine grand rounds to Keller Army Community Hospital in West Point, New York using a videoconference platform. Plans are now in process to utilize technology to enable real-time linkage of core academic and service meetings with our spoke locations and international partners.

• **Technology Logistics:** The opportunity for growth and technology expansion at HSS reached an all-time high in 2014, supporting 16 projects, including three EPIC training room enhancements, the Surgeon-in-Chief’s office, the Biomechanics conference room, and the HSS Stamford Outpatient Center in Connecticut.

PUBLIC & PATIENT EDUCATION (PPED)

PPED offers programs that aim to have a positive impact on population health. They span the lifecycle and address the needs of people from varying cultures and socioeconomic backgrounds—ranging from pediatric programs like SNEAKER® (Super Nutrition Education for All Kids to Eat Right) and the Leon Root, MD Pediatric Outreach Program, to older adult programs such as the Asian Community Bone Health Initiative and the Greenberg Academy for Successful Aging. One initiative—*Quality of Life of Older Adults through a Hospital-based Exercise Program*—received national media attention after it was presented at the American Public Health Association’s annual meeting. Participants in HSS exercise classes have experienced improved quality of life. More than 20% reported feeling less pain in their muscle and joints, and over 25% felt less tired. In addition, over 80% of participants noted they had better balance.

EDUCATION PUBLICATIONS & COMMUNICATIONS

A wide variety of print and digital campaigns were executed to elevate awareness and consumption of HSS educational offerings on a global scale. Strategic marketing has extended the reach of the HSS brand to over 331,000 musculoskeletal professionals and interested individuals worldwide, and includes over 21,200 subscribers who regularly receive notifications of educational programs, publications, and resources. Outreach of community health programs and educational publications for the public and patients was also cultivated via a robust marketing strategy integrating print, email, and social media distribution, generating over 153,000 views in the local community and beyond.

Participants in a yoga class through the Asian Bone Health Initiative
Awards, Accolades & Leadership

RESEARCH FUNDING
In 2014, HSS orthopaedic residents received $103,676 in external research grants—an increase of nearly 70% since 2011. The following residents were awarded research grants:

- **Brian Gladnick, MD:** Orthopaedic Research and Education Foundation (OREF)/American Association of Hip and Knee Surgeons Resident Clinician Scientist Training Grant in Total Joint Arthroplasty
- **Stephen Greenfield, MD:** American Orthopaedic Foot and Ankle Society Research Grant
- **Alexia Hernandez-Soria, MD:** OREF Resident Clinician Scientist Training Grant and American Foundation for Surgery of the Hand (AFSH) Resident and Fellow Fast Track Grant
- **Venu Nemani, MD, PhD:** OREF/DePuy Resident Research Project Grant
- **Samir Trehan, MD:** AFSH Resident and Fellow Fast Track Grant
- **Stephen Warner, MD, PhD:** Orthopaedic Trauma Association Resident Grant Award

2014 PRESENTATIONS, PUBLICATIONS & ACCOLADES

- **Impact of a Hospital-Based Exercise Program on Musculoskeletal Health Outcomes in Older Adults** webinar—for the Osteoarthritis Action Alliance in October, presented by Sandra Goldsmith, MA, MS, RD, and Titilayo Ologhobo, MPH.
- The Asian Community Bone Health Initiative won an honorable mention as part of the Healthcare Association of New York State Community Health Improvement Awards. The program was also a finalist in the Hospital Charitable Service Awards, which recognizes outstanding community programs for their impact on local communities.

Various print and online communications won awards for design and content, including:

- Seven publications and communications awards from the American Inhouse Design Awards competition
- Two Aster Awards for special event materials and one publication
- Two APEX Awards of Excellence
- Six design awards from the American Health & Wellness Design Awards
- National Health Information Award for the HealthConnection newsletter
- Summer/Fall 2014 Web Health Award for the HSS eAcademy website

LEADERSHIP
The HSS Community Benefit & Services Committee of the Board of Trustees (CBSC) was established in 2014. This volunteer committee provides oversight and advice on community program initiatives consistent with the HSS mission and strategic plan, and identifies and leverages opportunities for resources in areas of need.

**HSS Board of Trustees Members**
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Ellen M. Wright

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Ronay Menschel
Elizabeth Pforzheimer
Deborah Sale
Vivian Torres-Suarez

**HSS Staff**
Sandra Goldsmith, MA, MS, RD, Senior Director, Education & Academic Affairs
Marc Gould, Senior Vice President, Finance
Laura Robbins, DS, Senior Vice President, Education & Academic Affairs
Leon Root, MD
Linda A. Russell, MD
STATEMENT OF EXTERNAL FUNDING SUPPORT

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

2014 EXTERNAL FUNDING BY SOURCE

- Academic Visitor Program Fees: < 1%
- Commercial Development Fees (BSEL): 5%
- Corporate Grants: 8%
- Dues: 1%
- Dues: 4%
- Endowments: 4%
- Exhibit Fees: 6%
- Research Grants: 1%
- Foundation Grants: 14%
- Global Partnerships: 22%
- Special Events: 15%
- Registration Fees: 13%
- Other Funding Sources: 11%
- Individual Donations: 1%
CORPORATE GRANTS

Allergan
The ALS Association,
Greater New York Chapter
Amgen
Arthrex
B. Braun Medical Inc. and
Aesculap Academy
Billing Services Inc.
Biodynamic Technologies
Biomet
C. Tech Collections, Inc.
Cadence Pharmaceuticals
Collins Sports Medicine
CSL Behring
DePuy Synthes
DePuy Synthes Mitek
Sports Medicine
DePuy Synthes Spine
DJO Global
Exactech
Ferring Pharmaceuticals, Inc.
Genzyme, a Sanofi Company
Grifols
JPMorgan Chase
Medco Sports Medicine
Medical Liability Mutual Insurance Company
MedPro Rx, Inc.
Medtronic
Novartis Pharma AG
Numotion
Omega Medical Grants Association
Orthofix Inc.
Pridigare, Inc.
Professional Claims Bureau, Inc.
Purdue Pharma L.P.
Sanofi
Schiffer & Weils CPA PC
Smith & Nephew
Stryker
Superior Biologics, Inc.
Synapse Biomedical, Inc.
Tosa Medical
Zimmer

EXHIBITORS

Accredo Health Group
Advocare International LP
AquaCast Liner
Allergan
AterG
AMP Sport
AposTherapy
Bacterin
Baxter Bioscience
Baxter Healthcare
Biodex Medical Systems
Biodynamic Technologies
Biomet
Blue Belt Technologies, Inc.
Cayenne Medical, Inc.
CeramTec
Cerner Corporation
Collins Sports Medicine
Coram Specialty Infusion Services
Danico Healthcare
Danico Medical
DePuy Synthes
DePuy Synthes Mitek
Sports Medicine
DJO Global
DorsaVi
Exactech
GE Healthcare
Gotham Surgical and Brace
Grifols
Harvest Technologies Corp.
HydroWorx
ImPACT Applications, Inc.
Innovative Medical Products
Janssen Pharmaceuticals, Inc.
JBIT
Jordan Reses Prescription Management Services
K2M
LDR Spine
Mallinckrodt Pharmaceuticals
MARC PRO
Medical Compression Systems, Inc.
Medicrea USA
Medtronic
Moton
Multi Radiance Medical, Inc.
NormaTec Industries, LP
NuFactor
Numotion
NuVasive, Inc.
Omegawave, Inc.
OrthoAlign Inc.
OrthoSecure
Pacira Pharmaceuticals
Pfizer
Recovery Pump
Salix Pharmaceuticals
Smith & Nephew
Stryker
SwimEx Inc.
Synapse Biomedical, Inc.
Therapath Neuropathology
TIGM North America
Trigger Point
Visiting Nurse Service of New York
Walgreens
Woodway USA
X2 Biosystems
Zimmer

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Rajar Taliwal, MD
Apostolos Tambakis, MD
Dr. and Mrs. Thomas P. Sculco
Philip D. Wilson, Jr., MD

HSS ALUMNI ASSOCIATION PRESIDENTS FUND
Dr. and Mrs. Gary M. Gartsman

LANECE PETERS, MD,
MEMORIAL FUND
Dr. and Mrs. Charles Carpenter

GEORGETTE “GIGI” VIALLION, RN, ONC,
ENDOWED ORTHOPAEDIC NURSING EDUCATION SCHOLARSHIP FUND
David B. Levine, MD
Laura and Steve Robbins

LEON ROOT, MD, PEDIATRIC OUTREACH PROGRAM FUND
Anonymous
Bill Champagne
Eileen A. Clinton
The David A. and Mildred H. Morse Charitable Trust
HSS Employee Activities Committee
The Marc Haas Foundation
The Marks Family Foundation
The Morse Family Foundation, Inc.
Laura and Steve Robbins

HSS ASIAN COMMUNITY BONE HEALTH INITIATIVE
The Fan Fox and Leslie R. Samuels Foundation Inc.

SNEAKER®
Goldman Sachs & Co.
HSS Employee Activities Committee

FOUNDATION GRANTS
AO North America
Charitable Foundation
Center for Orthopaedic Trauma
Advancement
Charina Foundation, Inc./Richard and Ronay Menschel
The Louis and Rachel Rudin Foundation
Orthopaedic Research and Education Foundation
Stavros Niarchos Foundation

BIOSKILLS EDUCATION LABORATORY
Acumed
Biomet
BlueBelt Technologies
Cayenne Medical, Inc.
Clairiance, Inc.
Conventus Orthopaedics
E. Brown Crosby, MD
DanaMed, Inc.
DePuy Synthes Mitek
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Si-Bone, Inc.
Small Bone Innovations, Inc.
Smith & Nephew
Visionscope
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KIM BARRET MEMORIAL LIBRARY
Better World Books
Metropolitan New York Library Council
New York Metropolitan Reference and Research Library Agency

IN-KIND SUPPORT
Allergan
DePuy Synthes
GE Healthcare
Philips Healthcare
Dr. and Mrs. Thomas P. Sculco
FUJIFILM Sonosite

SPECIAL EVENTS
Autumn Benefit
HSS Employee Activities Committee
<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair</th>
<th>Vice-Chairs</th>
<th>Administrative Director</th>
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<td>ALUMNI AFFAIRS COMMITTEE</td>
<td>David B. Levine, MD</td>
<td>Andrew A. Sama, MD</td>
<td>Rie Smethurst, MSLIS</td>
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<td>ALUMNI MEETING PLANNING COMMITTEE</td>
<td>Todd J. Albert, MD</td>
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<td>CME COMMITTEE</td>
<td>Charles N. Cornell, MD</td>
<td>Allison Goldberg, MPA</td>
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<td>CREDENTIALING COMMITTEE</td>
<td>Scott W. Wolfe, MD</td>
<td>Alfred Pagan, CPCS, CPMSM</td>
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<td>CURRICULUM COMMITTEE</td>
<td>Anne Kelly, MD</td>
<td>Karla Felix, PhD</td>
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<td>EDUCATION &amp; ACADEMIC AFFAIRS COUNCIL</td>
<td>Mathias P. Bostrom, MD</td>
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<td>FACULTY ACADEMIC DEVELOPMENT COMMITTEE</td>
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<td>FELLOWSHIP COMMITTEE</td>
<td>John S. Blanco, MD</td>
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<td>HOUSE STAFF QUALITY &amp; SAFETY COUNCIL (HQSC)</td>
<td>Alexander McCawhorn, MD</td>
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<td>HSS eACADEMY COUNCIL</td>
<td>Steve K. Lee, MD</td>
<td>Martha O’Brasky, MPA</td>
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<td>HSS COMMUNITY PROGRAMS &amp; SERVICES COMMITTEE</td>
<td>Linda A. Russell, MD</td>
<td>Sandra Goldsmith, MA, RS, RD</td>
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<td>HSS JOURNAL EDITORIAL ADVISORY BOARD</td>
<td>Charles N. Cornell, MD</td>
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<td>MEDICAL STUDENT ADVISORY COMMITTEE</td>
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<td>RESIDENT COMPETENCY COMMITTEE</td>
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<td>Shauna Davis,</td>
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<td>Laura Robbins, DSW</td>
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**Archives Task Force**
- Co-Chairs: David B. Levine, MD, Andrew A. Sama, MD
- Administrative Director: Rie Smethurst, MSLIS

**BSEL Advisory Task Force**
- Chair: Jennifer Hammann-Scala, CST
- Administrative Director: Mathias P. Bostrom, MD

**Caspary Task Force**
- Chair: David B. Levine, MD
- Administrative Director: Colleen O’Shea, MPA

**Medical Library Task Force**
- Chair: David B. Levine, MD
- Administrative Director: Rie Smethurst, MSLIS

**Education & Academic Affairs Task Forces**
- Archives Task Force
- BSEL Advisory Task Force
- Caspary Task Force
- Medical Library Task Force

**Education & Academic Affairs Committee Leadership**
- Chair: David B. Levine, MD
- Administrative Director: Martha O’Brasky, MPA

**Executive Directors**
- Administrative Director: Martha O’Brasky, MPA