

HSS

Report to the Community 2020



A special thank you to our Community Partners.

HSS works with more than 100 community partners to provide impactful and diverse education, outreach, support, and exercise programs. Our partners include:

Community-based organizations such as senior centers, schools, health associations, and foundations

Clinical/academic partnerships such as colleges, universities, and healthcare organizations

Government/public partners such as elected officials and local and state agencies

Thank you for your collaboration in helping to keep our communities healthy and informed. We value your expertise and commitment.



Louis A. Shapiro
President and CEO
HSS



Bryan T. Kelly, MD, MBA
Surgeon-in-Chief
HSS

The COVID-19 pandemic sparked an unprecedented transformation at HSS in 2020.

For several months, we served a crucial role in the New York City community response to COVID-19, providing space for patient care, making supplies and personnel readily available, and contributing to the knowledge base that would help define treatment protocols for the disease. One thing that remained constant was our work to serve the community and our patients. We have now returned to our core mission of helping people get back to doing what they love, better than any other place in the world, but not without several lasting changes—for the better.

A primary example of this is the implementation of a robust telehealth program and a shift to virtual care for patients and the community across all departments. HSS Virtual Care grew from 1,000 appointments in 2019 to more than 100,000 in 2020, enabling our patients to continue their care uninterrupted during the pandemic. In addition, despite the changes at HSS throughout the spring, lectures, classes, and support programming remained constant with a swift shift to an all-virtual format. This resulted in a significant rise in participation and an expansion of reach nationally and globally. As the trend of virtual care continues, at HSS we continue to make sure it is accessible to all. We are constantly re-evaluating community needs, making sure we provide resources and support where needed.

The past year also included a renewed emphasis on diversity, equity, and inclusion at HSS. The creation of a Diversity, Equity, and Inclusion Council brought our ongoing efforts together in a coordinated manner, taking into account the current environment and feedback from the HSS community to further enhance diversity initiatives both internally and externally with our community programming.

The pandemic also forced many individuals across HSS to shift gears and utilize resources where they were most needed. As a result, our medical educational programming transformed, instead presenting residents and fellows with access to new opportunities to lead and to contribute to the community.

If 2020 has taught us anything, it is that change is a constant. It is our goal to continue to rise to the challenge, adapt to the circumstances, and do our absolute best to continue serving our patients and community when they need us most.

Louis A. Shapiro

Bryan T. Kelly, MD, MBA

About HSS

Hospital for Special Surgery (HSS) has been an international leader in the care, education, and prevention of orthopedic and rheumatologic diseases and disorders. Through a continual expansion of our services at our sites in New York City and nearby regions, we are bringing our world-renowned care and programs to more people than ever before. Our teams have performed in-depth surveys of the diverse communities we serve to understand their needs and preferences and provide them with guidance and tools to improve their lives. We are equally committed to educating the healthcare leaders of the future and to bolstering knowledge through basic science, translational, and clinical research.

Equity and Inclusion for All

HSS is committed to caring for patients of all backgrounds, ages, genders, sexual orientations, races, and ethnicities. A recently created Diversity, Equity, and Inclusion Council brought our efforts together in a coordinated manner, leading to the creation of three guiding principles:

Universal Respect

Every member of the HSS community is respected, valued, and appreciated.

Diversity at Every Level

Diversity for all employees and volunteers, including board members, executive leadership, administration and management, and medical leadership.

Minimizing Care Disparities

A commitment to increase care and access for all, including efforts focused on prevention and implicit bias training for staff.

The Council is taking into account the events of 2020 and what is happening across the country and around the world, as well as feedback from the HSS community, to further enhance diversity initiatives; developing mentorship and leadership efforts, and policies, procedures, and processes that cultivate a sense of inclusion for everyone at HSS; and establishing metrics and goals to hold the institution accountable to new programmatic initiatives.





Recognition of Healthcare Excellence

#1 in the nation for Orthopedics for the 11th year in a row, #4 for Rheumatology, and a best children's hospital for Pediatric Orthopedics in the *U.S. News & World Report* 2020–21 annual survey



Becker's Hospital Review 100 great hospitals in America, 100 hospitals and health systems with great orthopedics, neurosurgery, and spine programs, 150 top places to work in healthcare, and 100 great healthcare leaders to know

BECKER'S **HOSPITAL REVIEW**

Designated by the Healthcare Equality Index as a leader in LGBTQ Healthcare Equality for six years in a row



Press Ganey 2020 Guardian of Excellence Award® for eight consecutive years

Newsweek and Statista ranked HSS #1 *World's Best Specialized Hospitals 2021* in Orthopedics



HSS in the Era of COVID-19



Nursing staff at HSS are participating in clinical research to combat COVID-19.

The COVID-19 pandemic forced all healthcare institutions to change in ways they never could have anticipated. In New York City, the rapidly rising rate of COVID-19 cases in spring 2020 led to the suspension of elective surgical procedures, including many types of orthopedic surgery for which HSS is known. In response, HSS offered extensive resources to neighboring NewYork-Presbyterian/Weill Cornell Medical Center, including staff, supplies, and capacity at our own facilities. HSS transformed into a multispecialty hospital, treating both COVID-positive and negative critical care and medical/surgical patients from NewYork-Presbyterian, while continuing to take care of those in need of essential orthopedic surgery.

Access for All

HSS ensures members of the diverse communities we serve can receive the care they need through:



Staffers from across HSS contributed to efforts to help patients with COVID-19.



25 specialty service areas which provide care to medically underserved adults and children



Partnerships with community health centers, federally qualified healthcare centers, and a community organization serving restaurant workers



A Financial Assistance Program that considers the ability of each patient to pay for care, extending beyond the state-mandated level of 300% of the federal poverty level to include patients with income at or below 700% of the federal poverty level



Assistance with accessing care at HSS for patients with Medicaid and Medicare, as well as providing education on other public insurance matters and the Affordable Care Act to both patients and HSS staff



One of the largest elective **pediatric orthopedic surgery services** in New York for patients with Medicaid and Child Health Plus

HSS Specialty Service Areas

Adult Orthopedic Care

- Brachial Plexus
- Center for Skeletal Dysplasia
- Comprehensive Arthritis Program
- Dermatology
- Foot and Ankle
- Hand
- Limb Lengthening
- Metabolic Bone
- Neurology
- Pain Management
- Physiatry
- Prosthetics and Orthotics
- Scoliosis
- Spine
- Sports and Shoulder

Adult Rheumatology Care

- Lupus Clinic
- Musculoskeletal Clinic
- Rheumatology Clinic

Pediatric Orthopedic, Rheumatology, and Specialty Care Clinics

- Cerebral Palsy
- General Orthopedics
- Hand
- Juvenile Rheumatoid Arthritis and Other Rheumatology Disorders
- Osteogenesis Imperfecta
- Scoliosis
- Sports Medicine

Commitment to the Community

“With challenge came opportunity, and with opportunity came change. Once the pandemic is over, community programming as HSS has known it will be forever changed—and for the better.”

—Laura Robbins, DSW
Senior Vice President
Education Institute & Global Affairs



Virtual Realities: Making an Impact Through Digital Connection

Members of communities in and around New York City have long benefited from in-person lectures, classes, and support programming offered by HSS. When the incidence of COVID-19 began rising in spring 2020, programs that were typically held onsite became virtual. Depending on the audience, there were various formats used, including Zoom, conference call, and on-demand via YouTube or HSS.edu.

Through these platforms, HSS events became more convenient and accessible to more people in more places. This resulted in a significant rise in the number of participants and an expansion of reach across the country and around the world. Virtual programming has enabled HSS to support our communities in numerous ways and help people consistently manage their health during one of the most challenging eras in history.

7,168%

Increase in people reached through HSS community benefit programming

1.5 million+

Community members engaged in Education Institute exercise, educational, and support programming

29 states 14 countries

Location of viewers attending virtual programming on lupus and COVID-19 as well as lupus and nutrition. Participation in these programs in 2020 was three times greater than in prior years.



Karen Sutton, MD, Max Castrogaleas, MA, CSCS,*D, TSAC-F,*D, EP-C, FRCMS, Kenneth Gray, Katherine Shapiro, BFA, E-RYT, and Eve Delechartre, CIYT, created on-demand content for our community.



Supporting Participants Through Technology



Re-evaluating Community Needs

Since not everyone is equally tech-savvy, HSS designed programs and developed supportive structures to address community members' needs and make digital programs more appealing. Examples included developing short videos relevant to what community members were experiencing—such as those focusing on sports injury prevention, stress reduction, and pain management—providing a call-in option for people without computers or smart phones, and changing the format of educational lectures. Further, based on feedback from the communities we serve regarding the impact of the pandemic, we pivoted support program content to address issues such as access to care, mental health, staying safe, isolation, loss, and grief.



Meeting Language Needs

Virtual platform resources were used to present programs in more than one language, such as synchronous English/Spanish programs presented by Nursing Education on topics such as eye care, nutrition, bone health, heart health, and diabetes management. LANtern® (Lupus Asian Network) and Asian Community Bone Health programs were presented in Cantonese and Mandarin; Charla de Lupus® (Lupus Chat) was presented in English and Spanish.



Telehealth Education

With outpatient healthcare provider visits moving to a telemedicine platform, HSS instructed patients about what telehealth is, how to prepare for an online visit, and what to expect. Three webinars were created for different audiences: orthopedic, pediatric, and physical therapy patients. A FastFacts newsletter about telehealth was also created to help people navigate online visits and was viewed by over **472 people**.



Zoom Office Hours

Many older adults and other community members did not have experience with virtual platforms and wanted to participate in digital programs. HSS scheduled “office hours” to train anyone needing technical support to learn how to access online programs.



Individual Assistance

With the goal of providing virtual educational programming, LANtern® reached out to individual program members who were unfamiliar with or hesitant to use virtual platforms, offering individual coaching or guidance via telephone.

Care From the Comfort of Home

The Feel Better from Home platform was created during the height of the pandemic to make HSS expertise, insights, and care available to anyone who needs it, whenever they need it. Shared on the HSS website, YouTube, and social media, the content addresses lifestyle changes brought on by the pandemic, helping people to stay active and healthy from home. Written and video content features HSS physicians and rehabilitation specialists sharing health and wellness recommendations, and in some cases providing expert demonstrations of exercises and stretches. Topics have included guidance on working out from home, ways to avoid common work-from-home pains, and as well as nutrition tips. **500,000+** have viewed Feel Better from Home content since its launch in April 2020.

hss.edu/feelbetter

The screenshot shows the HSS website's "Feel Better From Home" section. The header includes navigation links for "Find a Doctor", "Locations", "Conditions", "Patient Care", and "Why Choose HSS". The main heading is "Feel Better From Home" with the subtext "Advice to improve your movement, fitness and overall health from the experts at HSS." Below this, there are several featured articles, each with a small image and a title:

- Ice or Heat: What's Best for Your Pain?** - Sports medicine expert David Wang shares guidelines to help you figure out which to use when.
- Do Posture Correctors Work? Plus Expert Tips on How to Use Them** - Christina Rodriguez, PT, DPT, CCS, breaks down what you need to know about these devices.
- How Much Do You Know About Bone Health?** - Take our quiz to test your knowledge of bone health.
- 5 Do's and Don'ts of Working Out After Injury** - HSS orthopedic surgeon James B. Carr II offers a game plan for getting back into your routine – and performing better than ever.
- What You Should Know about Using a Massage Gun** - Are they safe? Do they work? Rehabilitation expert Ioanna Felix breaks down the buzz.
- Building a Fitness Plan if You're New to Exercise** - Get started designing your total fitness plan with HSS exercise physiologist Pam Geisel, MS, CSCS.
- Why Vitamin D Is Important and How to Know if You Need More** - I learn why vitamin D is important from HSS bone health expert Marco Goulisby.

30-Minute Thursdays

Physicians at HSS Stamford were featured in "30-Minute Thursdays," a series of live and recorded virtual discussions for young athletes focusing on nutrition, conditioning, and performance, which were advertised to school sports teams. Nine videos received nearly **130,000 views**.

bit.ly/30vpQBG



Our Community Speaks

Thank You **Gratitude** **HSS is healing bodies, minds, and souls**
Kept me healthy and connected **Virtual platform is great** **I feel understood** **Highlight of my day**
Great info, training and warm-up **Very informative** **Everyone is supportive**
Less isolated **Belonging** **Keeps me moving** **Improved communication with my physician**
Communication, education, and support **Kindness and compassion** **It was good to breathe**
It felt good to be able to connect **Learning the most current, up-to-date information**
Always learning something new to implement **A chance to feel relaxed**

The benefits of virtual programming are supported by the feedback we have received from participants.

During a time when many people were feeling a loss of control, HSS programming provided much-appreciated options to expand their health knowledge and continue their self-care. However, it was not without its challenges. Here are examples of some of the issues that community members faced and how HSS programming helped meet their needs.



85.1%

reported they gained knowledge as a result of a program



90%

reported high program satisfaction



82.8%

reported gaining self-management skills

Isolation

Older adults who participated in the monthly onsite Aging with Dignity support group were especially prone to isolation when those groups could not meet. During the pandemic, participants could partake in a weekly conference call instead. Ongoing Rheumatology support programs also adapted their in-person monthly groups online, and provided community and connection to group members as well as outreach to individuals experiencing COVID-related emotional distress.

Over 350 older adults said they felt less isolated during this turbulent time when participating in the Aging with Dignity support group

Sports Injuries

Athletes returning to play were identified as being at risk of sports-related injuries due to inactivity during the pandemic. The HSS 30-Day Motion Health Challenge provided 30 days of online training sessions for middle school and high school students over the summer to prepare for fall sports.

5,000+ students completed the program and reported an increase in their fitness levels

Pain Management

Participants in the HSS Pain and Stress Management Program needed a way to continue practicing pain and stress management techniques without interruption. All programs were moved to conference calls, and those already done this way continued.

Nearly 250,000 views of seven on-demand meditation videos

Recognizing the Value of Partnerships

The global nature of COVID-19 means that healthcare programs all over the world are seeking new ways to spread their messages. The pandemic changed the way HSS conducted partnerships, providing an opportunity to establish new alliances while maintaining existing ones.



Melissa Flores, MPH, LCSW, and Steve To, participating in the Annual Lupus Walk

Community Agencies

VOICES 60+ Senior Advocacy Program, in partnership with the Community Task Force it established, provided 10 educational programs virtually for 9 (primarily) senior center members and their service providers, despite these agencies being physically closed. The programs were on self-management techniques for chronic pain, reaching **125 participants**.

Rheumatic Disease Organizations

Charla de Lupus (Lupus Chat) partnered with the Lupus Foundation of America, the Lupus Research Alliance, and the More than Lupus Facebook group to present three social media programs addressing depression and anxiety. Honoring Lupus Awareness Month, HSS sponsored a month-long series of educational and wellness programs reaching **300+ lupus community members** nationally and internationally. HSS Inflammatory Arthritis Support and Education Programs partnered with Creaky Joints and the Spondylitis Association of America to expand reach and promotion of virtual programs, with COVID-related topics tailored to this community.

Schools

Teachers and students from schools in **46 states and 11 countries** utilized the HSS Sports Medicine Institute's free online physical education classes, which offered a new remote PE class every weekday from mid-March to mid-June to help schools support their students' physical fitness while they were at home. The classes are part of our commitment to promoting "motion literacy"—the awareness, desire, and confidence to be physically active and understand its health benefits.

Senior Centers for Asian Communities

Asian Community Bone Health Initiative programs that were previously presented at senior centers could not happen in person. Instead, HSS partnered with local senior centers to offer three programs in Cantonese via Zoom and conference calls about music therapy for stress reduction, healthy nutrition, and orthopedic care—reaching more than **125 participants**.

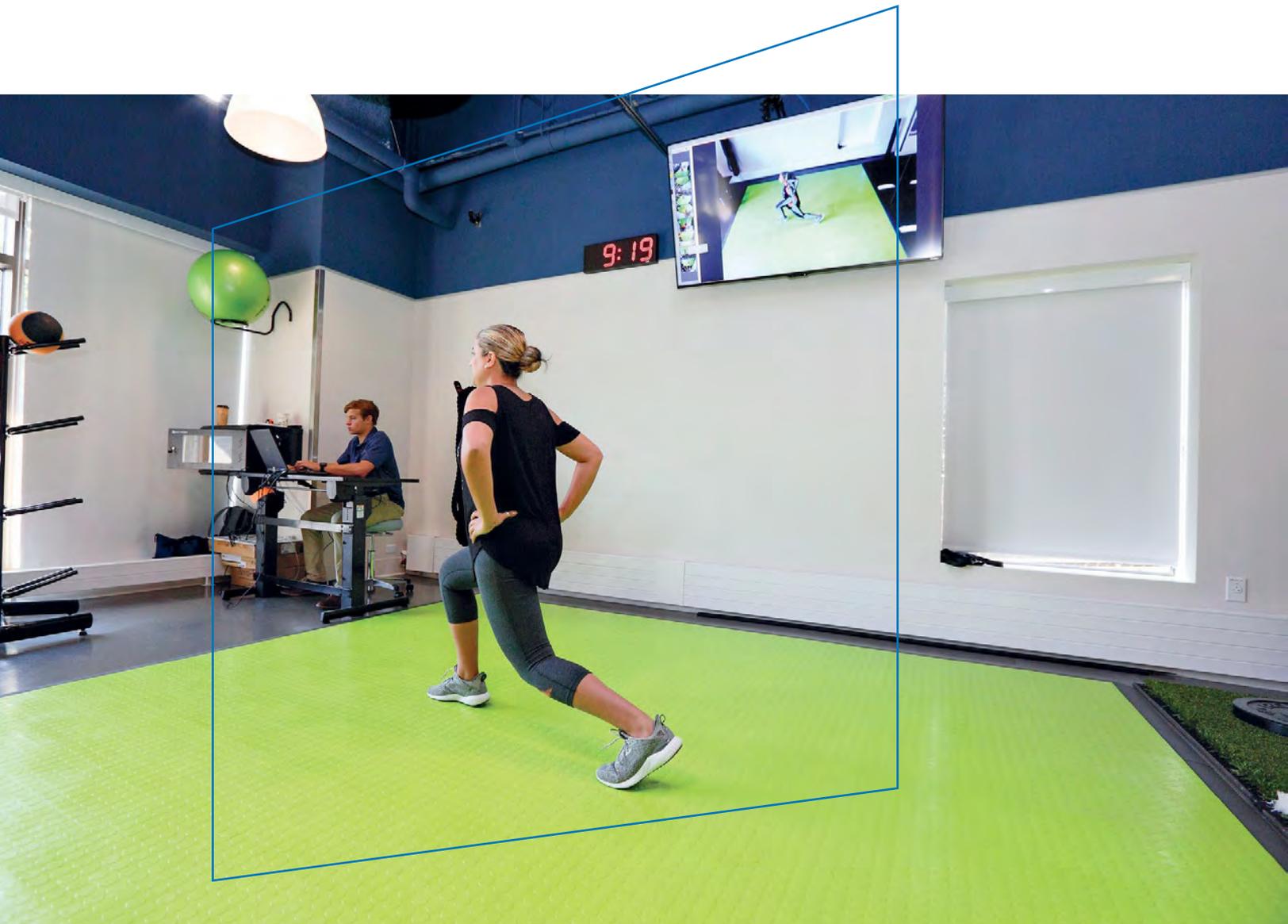
“HSS is committed to improving the overall health of our community through the many programs and opportunities we provide. With the establishment of the Community Benefit and Services Committee, we have been able to further meet the needs of the individuals we impact.”

—Anne Ehrenkranz

Committee Chair, HSS Community Benefit & Services Committee of the Board of Trustees

Research and Innovation

Scientific inquiry is essential to make advances in the way we understand and treat musculoskeletal diseases and disorders. At HSS, investigators in our laboratories and clinics conduct pioneering medical research with the potential to improve the lives of patients at HSS and around the world.



HSS and Scientific Analytics Inc. (SAI) strategic collaboration integrates HSS knowledge with SAI technology to improve the quality and action ability of motion analysis for patients.



HSS Research Institute Staff with Chief Scientific Officer Lionel B. Ivashkiv, MD, and Physician-in-Chief S. Louis Bridges Jr., MD, PhD

Is Knee Stiffness in the Genes?

HSS investigators identified a set of 435 genes that are expressed differently in people who experience stiffness after knee replacement surgery compared with people who don't. The stiffness is due to arthrofibrosis, an "over-reaction" during the healing process that results in excessive formation of scar-like tissue. In some cases, it results in the need for a second revision surgery. The researchers hope to use this information to help them identify patients before surgery who are most likely to develop stiffness, potentially matching them with treatments to prevent this debilitating problem.

An Early-Warning Sign of RA Flares

HSS researchers collaborated with investigators at The Rockefeller University and others to identify a new type of cell circulating in the blood that may predict episodes of joint inflammation ("flares") in people with rheumatoid arthritis (RA) one to two weeks before they happen. These flares make it challenging for people with RA to perform activities of daily living. Called PRIME cells (Pre-Inflammatory MEsenchymal cells), their numbers rise in the bloodstream prior to flares and decrease during flares. Scientists hope these cells represent a target for new treatments that can shut down flares before they arise.

A Musculoskeletal Leader Gets Involved in COVID-19 Research

Thanks to the support of generous donors, HSS funded nine grants totaling \$500,000 to support research related to COVID-19, including the development of a COVID-19 Translational Research Core. HSS is home to experts in inflammatory disorders and the development of interventions for overactive immune responses—also a complication of severe COVID-19—and is applying this knowledge to better understand and treat patients with or at risk for the infection. Examples include studies looking at the overactive immune response ("cytokine storm") observed in some patients with COVID-19, the effect of COVID-19 antibodies on recovery from orthopedic surgery and the risk of postoperative blood clots, the influence of rheumatic disease medications on COVID-19 incidence and outcomes, and the psychosocial impact of the COVID-19 pandemic on rheumatology patients.

Educating the Leaders of Tomorrow



Above left: Benedict Nwachukwu, MD, MBA, HSS Residency Class of 2018, is the Co-Director of Clinical Research for the Sports Medicine Institute at HSS. Top right: HSS Residency Class of 2025; Below right: Jennifer Bido, MD, MPH, training with Sabrina M. Strickland, MD

Transforming Education in the Face of a Pandemic



The Philip D. Wilson Jr., MD, Residents' Study

When COVID-19 took hold in New York City in March 2020, the training of 71 fellows and 45 orthopedic residents took a dramatic turn.

As the city became the epicenter of the nation's pandemic, healthcare workers rallied to battle one of its greatest foes in history. While medical educational programming at HSS was forced to transform, fellows and residents had access to new opportunities to lead and to contribute to the community. In addition, many in-person trainings were converted to virtual conferences and presentations that trainees could access on-demand—a model that is likely to have a place in HSS educational programs after the pandemic is over.

Fellows to the Forefront

- In April, HSS began treating COVID-19 patients to address the ever-increasing caseload of neighboring hospitals, converting space into much-needed critical care beds. Fellows in some programs were credentialed as attending physicians to provide primary care to COVID-19 inpatients.
- All fellows were trained in telehealth, conducting **372 virtual visits** for HSS outpatients.
- Fellows were among the physicians assigned to the orthopedic triage center set up at HSS to manage the city's orthopedic trauma cases requiring emergency care.

Residents Step Up

- Orthopedic residents traditionally rotate through HSS, NewYork-Presbyterian/Weill Cornell Medical Center, NewYork-Presbyterian Queens, Memorial Sloan Kettering Cancer Center, and the Bronx VA Hospital. At the height of COVID-19, in order to assist with orthopedic and COVID-19 patients, many more residents rotated through NewYork-Presbyterian Queens—due to the extremely high number of cases in that borough.
- Understanding the importance of continuing medical education for medical students, residents were able to teach them virtually, providing valuable instruction about fractures and common orthopedic surgical approaches. Hands-on instruction was available in the Simulation Learning & Training Center and was limited to two residents and four students at a time to practice social distancing.

Keeping the Community in Motion

The Hospital's community programs promote health education, support, and outreach services, with the goal of enhancing the mobility and quality of life of our community.

Education to Improve Public and Patient Health

Education with Experts
bit.ly/3t3F9h8

Feel Better From Home
hss.edu/feelbetter

HealthConnection
Hospital for Special Surgery's Good Health Newsletter
hss.edu/healthconnection

HealthConnection Fast Facts
hss.edu/pped-fastfacts-publication

Integrative Care Center (ICC)
hss.edu/integrative-care

Focusing on Musculoskeletal Health

Musculoskeletal Exercise Wellness Programs
hss.edu/public-patient-education

Musculoskeletal Health & Wellness Lectures
hss.edu/public-patient-education

Stamford Outpatient Center Community Education
hss.edu/hss-stamford

Encouraging Safe Exercise

HSS Injury Prevention Programs
hss.edu/InjuryPreventionPrograms

Orthopedic Physical Therapy Center Exercise and Wellness Program
hss.edu/orthopedic-physical-therapy-center

Pre-Season Football Medical Screening
hss.edu/psal

Support for People with Chronic Musculoskeletal Conditions

Living with RA: Lecture, Lunch & Conversation
hss.edu/RAGroup

Pain and Stress Management Program
contact 212.774.7326

The Early RA Support and Education Program
hss.edu/EarlyRA

The Myositis Support and Education Group
hss.edu/myositis-group

The Scleroderma, Vasculitis, and Myositis Center Education and Support Forum
hss.edu/scleroderma-vasculitis-center-programs

Caring for Children and Families

Leon Root, MD Pediatric Outreach Program
hss.edu/pop

SNEAKER® (Super Nutrition Education for All Kids to Eat Right)
hss.edu/sneaker

Improving Health Among Older Adults

Greenberg Academy of Successful Aging
hss.edu/greenberg-academy-for-successful-aging

HSS Speaker's Bureau
contact 212.774.7041

VOICES 60+ Senior Advocacy Program
hss.edu/voices60

Helping People with Lupus

Charla de Lupus (Lupus Chat)®
hss.edu/CharladeLupus

LupusLine®
hss.edu/LupusLine

The SLE Workshop
hss.edu/SLEWorkshop

Reaching the Asian-American Community

HSS Asian Community Bone Health Initiative
hss.edu/hss-asian-community-bone-health-initiative

LANtern® (Lupus Asian Network)
hss.edu/LANtern

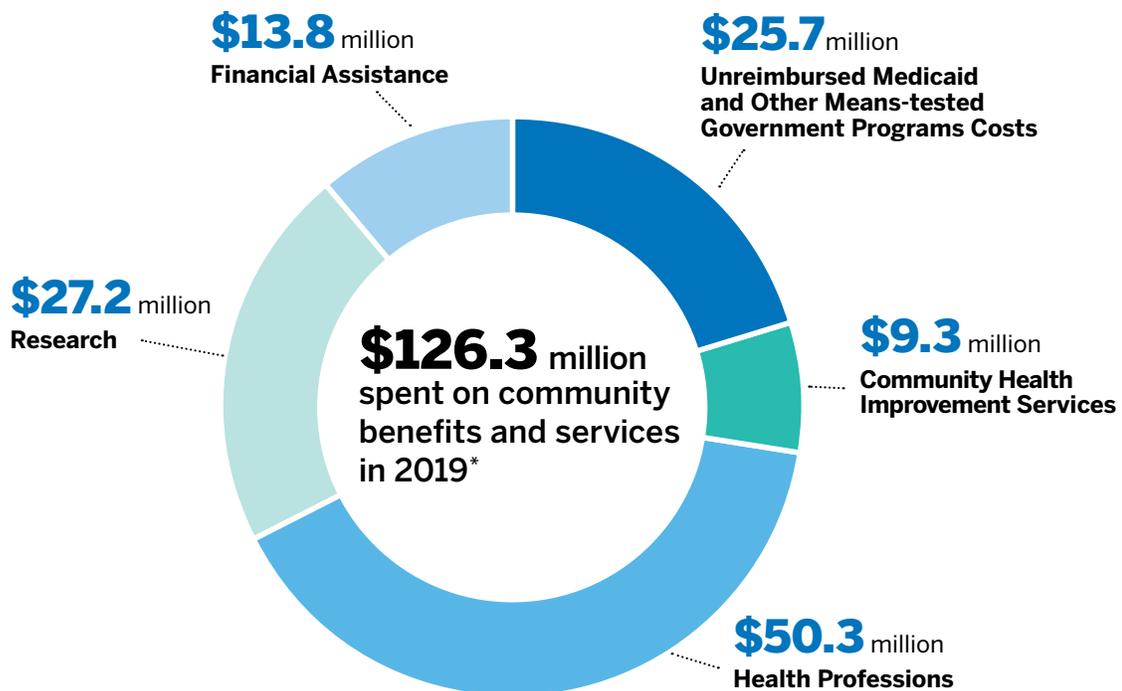
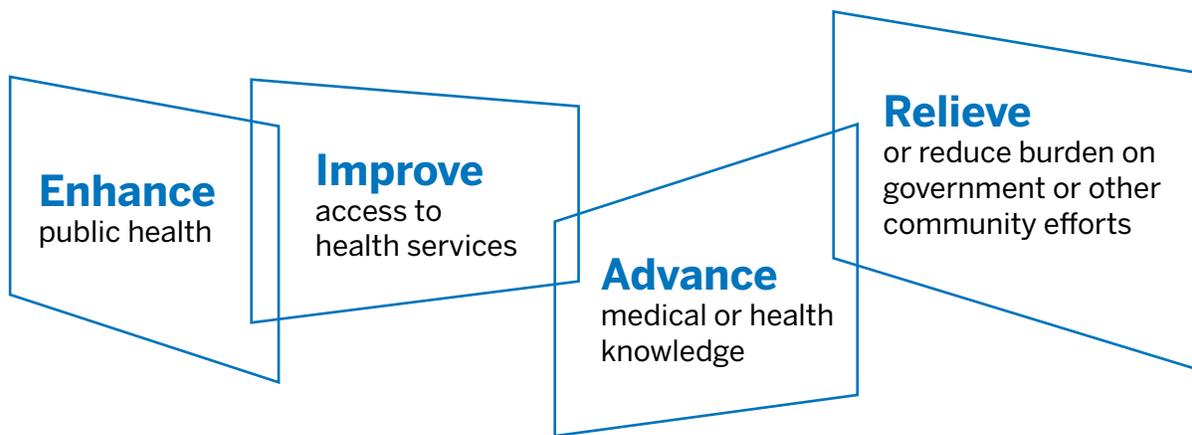
Assisting with Access to Care

VOICES Medicaid Managed Care Education Program
hss.edu/voices-managed-care

Community Investment by the Numbers

What is Community Benefit?

Community benefit includes programs or activities that are created to meet an identified community health need. These programs must seek to achieve one of the following objectives:



*As reported in the Hospital's 2019 IRS Form 990 filing.

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