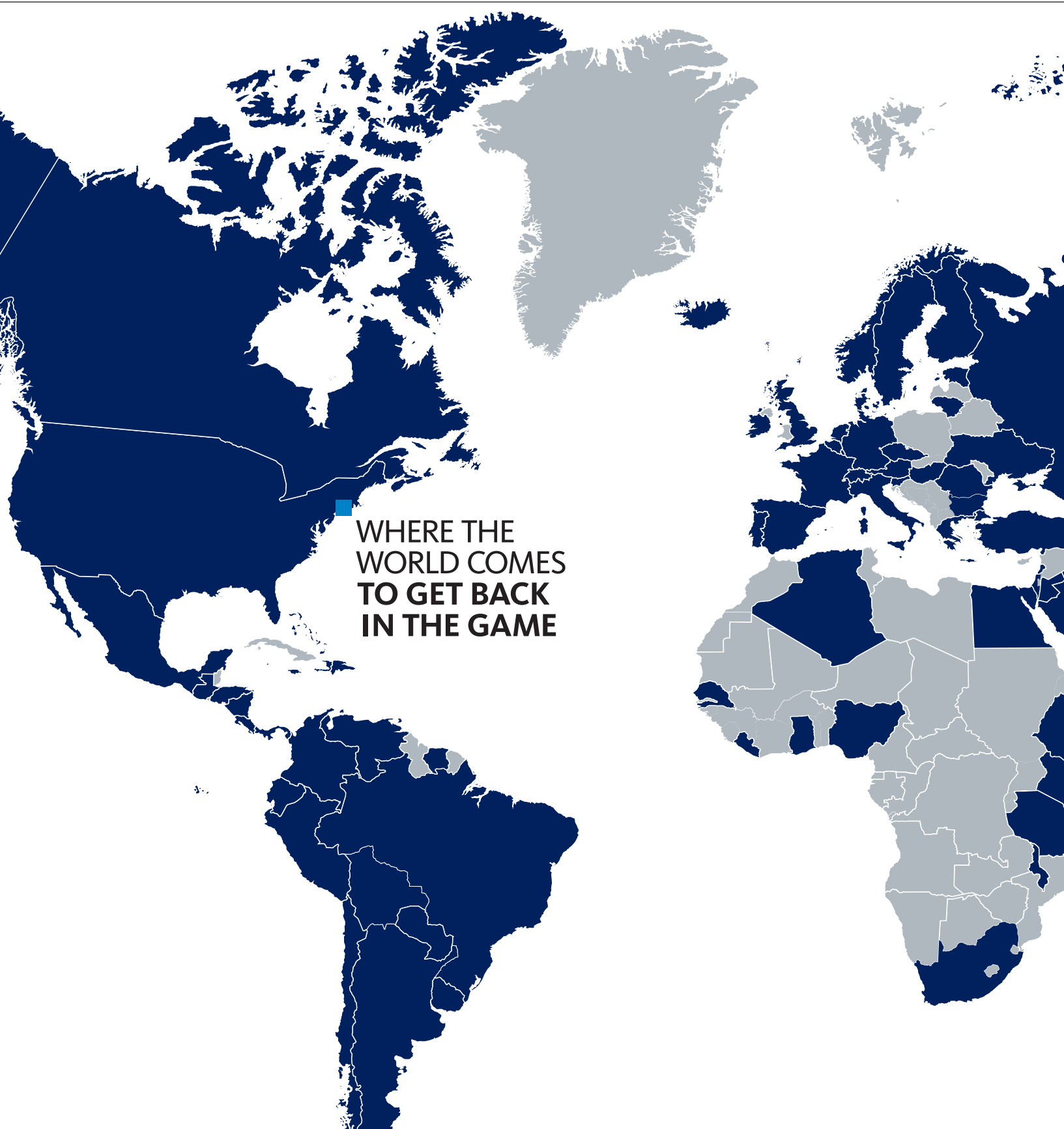


HOSPITAL
FOR
SPECIAL
SURGERY

SPRING 2014
2013 ANNUAL REPORT

Horizon



WHERE THE
WORLD COMES
TO GET BACK
IN THE GAME

PATIENTS HAVE COME TO HSS FROM MORE THAN 100 COUNTRIES.

Good news travels fast – especially in this era of instant communications – and Hospital for Special Surgery’s reputation for excellence has reached the far corners of the world. Individuals from more than 100 countries travel to the Hospital confident that they have selected an institution that is at the forefront of its specialties. Here they find physicians and surgeons who have a record of outstanding patient outcomes; researchers who continue to pioneer techniques and treatments that become standards of care; and a clinical community that is committed to educating colleagues worldwide in order to help their own patients get back in the game of life. To an NFL quarterback, getting back in the game could mean returning to the field after being sidelined with a knee injury.

To a 42-year-old yoga instructor with spinal disease, it could mean regaining the strength and flexibility to resume teaching, as well as her own exercise regimen. And to a young mother newly diagnosed with rheumatoid arthritis, it could mean being pain-free and able to care for her young children. Getting back in the game means something different to every person – regardless of age or stage of life – who is experiencing pain and immobility from a musculoskeletal or autoimmune disease or disorder. Perhaps nobody understands this better than the physicians and healthcare professionals at HSS, who dedicate their skills and expertise each day to help their patients live their lives to the fullest.

ALGERIA ANTIGUA AND BARBUDA ARGENTINA
AUSTRALIA AUSTRIA AZERBAIJAN BAHAMAS
BAHRAIN BANGLADESH BARBADOS BELGIUM
BERMUDA BOLIVIA BRAZIL BRITISH VIRGIN ISLANDS
BULGARIA CANADA CAYMAN ISLANDS CHILE
CHINA COLOMBIA COSTA RICA CZECH REPUBLIC
DENMARK DOMINICAN REPUBLIC ECUADOR
EGYPT EL SALVADOR ENGLAND ESTONIA ETHIOPIA
FINLAND FRANCE GERMANY GHANA GREECE
GRENADA GUATEMALA HAITI HONDURAS HONG
KONG HUNGARY ICELAND INDIA INDONESIA IRAN
IRAQ IRELAND ISRAEL ITALY JAMAICA JAPAN
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LIBERIA LITHUANIA LUXEMBOURG MALAWI
MALAYSIA MEXICO MONACO NETHERLANDS
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TOBAGO TURKEY TURKS AND CAICOS UKRAINE
UNITED ARAB EMIRATES THE UNITED STATES OF
AMERICA URUGUAY VENEZUELA VIETNAM YEMEN



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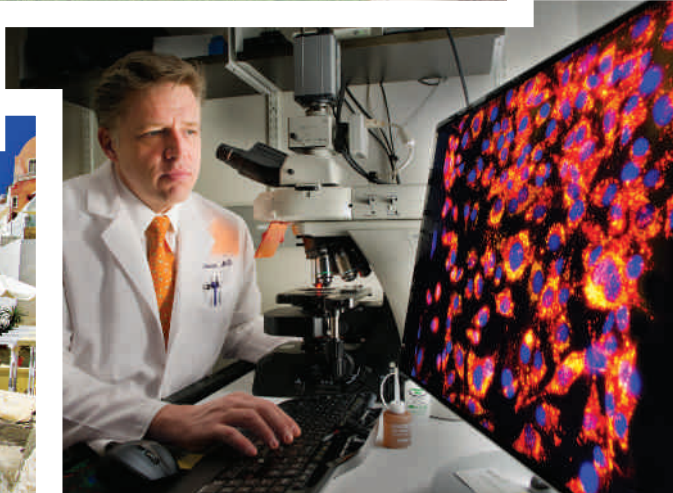
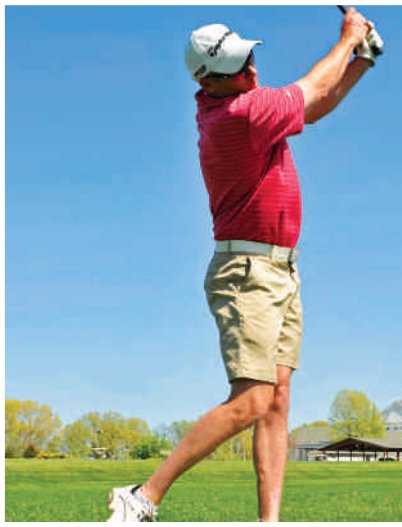
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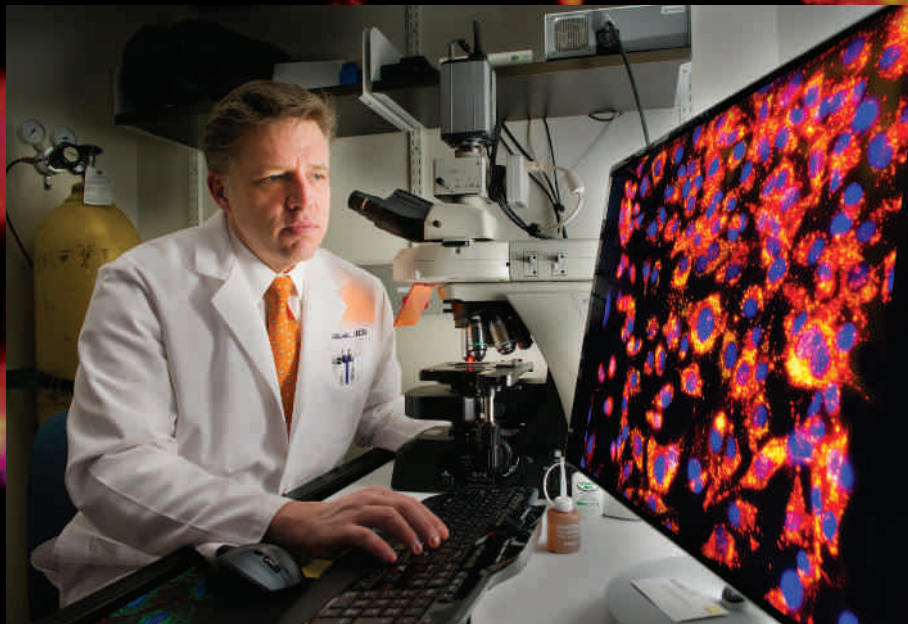
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AARON DALUISKI, MD

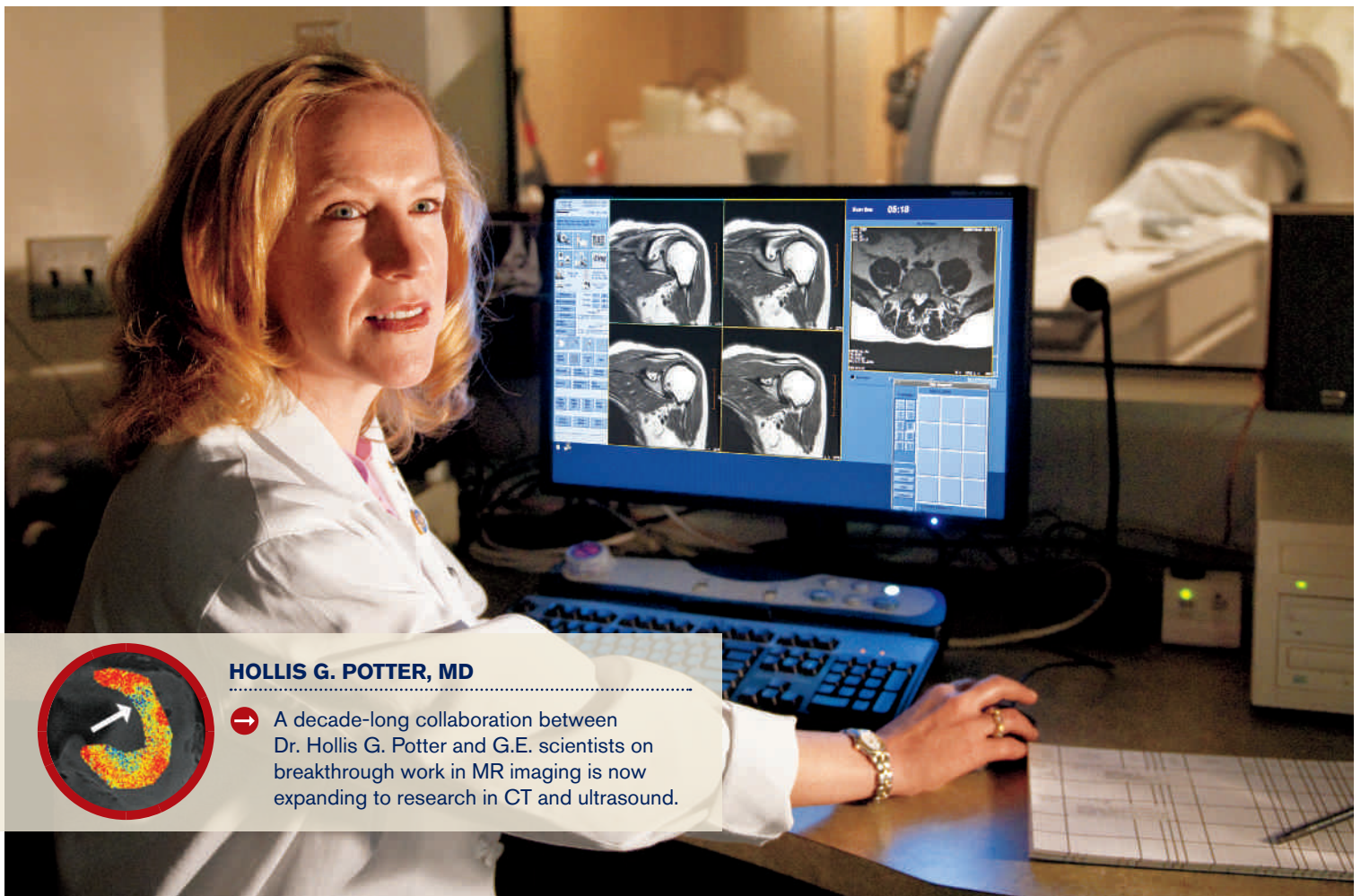
- ➔ Orthopedic surgeon Dr. Aaron Daluiski, a recipient of one of the Hospital's Anna-Maria and Stephen Kellen Physician-Scientist Career Development Awards, is conducting basic science research into how patients heal following bone fractures. Dr. Daluiski is pursuing the development of new drug therapies to improve bone healing without surgery using nanotechnology – a way of delivering bone-healing agents through tiny, microscopic particles that circulate through the bloodstream to target the fracture.



INNOVATIONS

In the MRI suite of HSS, Hollis G. Potter, MD, is pioneering new protocols and techniques that are shaping diagnostic approaches to musculoskeletal disorders. In the operating room, orthopedic surgeon Andrew D. Pearle, MD, is refining the way people experience joint replacement surgery for knee arthritis through the use of robotic technology. In the Hospital's Department of Biomechanics, Timothy M. Wright, PhD, and his team of bioengineers are relentless in their pursuit of the perfect joint implant design. And in the basic research laboratories of immunologist Franck J. Barrat, PhD, and orthopedic clinician-scientist Aaron Daluiski, MD, countless investigations are taking place that have the potential to lead to new therapies for rheumatoid arthritis and bone fractures, respectively. Essential to this process is a unique environment within HSS deliberately formed over many years

that is collegial and collaborative among rheumatologists and orthopedic surgeons, radiologists and pathologists, bioengineers and rehabilitation therapists, bench scientists and clinical investigators. Their expertise is diverse, but the definitive goal of these physicians and scientists, and their many colleagues throughout the Hospital, is shared – to transform the paradigm of treatment for patients with musculoskeletal and autoimmune disorders. Their discoveries may take place in the laboratory...identifying a new inflammatory cytokine important to understanding lupus that may generate new ideas for treatments. Or in the operating room...devising a new tool and technique to replace a hip joint through an incision of only four inches. As you will read on the following pages, the innovations they generate at HSS today often become tomorrow's standards of care throughout the world.



HOLLIS G. POTTER, MD

→ A decade-long collaboration between Dr. Hollis G. Potter and G.E. scientists on breakthrough work in MR imaging is now expanding to research in CT and ultrasound.

FARTHER THAN THE EYE CAN SEE

Hollis G. Potter, MD, has the best view in the house. As the newly named Chair of the Department of Radiology and Imaging and the Coleman Chair in MRI Research, Dr. Potter has essentially defined magnetic resonance imaging (MRI) techniques for bone, muscle, and joint disorders. When she joined HSS more than two decades ago, musculoskeletal MR imaging was in its infancy. Since then she has pursued the development of specialized MRI techniques to improve the capabilities of identifying osteoarthritis and other consequences of orthopedic injuries earlier than is currently possible by x-ray or CT scan. Her objective and that of her research colleagues – including orthopedic surgeons, bioengineers, and physicists – is to be able to diagnose patients earlier in their disease and intervene before damage has developed.

“Our work is guided by the needs of our physicians and patients,” says Dr. Potter. “We have very specific research questions that relate to clinical issues. For example, there are no established tools to identify

early stages of osteoarthritis – particularly in someone who has suffered an ACL injury – and thus no good way to test therapies for preventing or slowing the disease. We were recently awarded an Arthritis Foundation grant, along with two other institutions, to validate new MRI techniques and capture novel blood, urine, and joint fluid biomarkers to identify patients who are developing early evidence of knee osteoarthritis after surgery to reconstruct a torn ACL.”

Dr. Potter and Matthew F. Koff, PhD, Associate Director of the MRI lab, have also been awarded an additional R01 grant from the National Institutes of Health to develop novel MRI techniques to identify patients who may be at risk for early implant failure after hip replacement. “This will allow us to look for adverse tissue reactions to the implant at a much earlier stage than we ever thought possible, enabling us to advise whether the patient should have a revision surgery to avoid subsequent tissue damage,” says Dr. Potter.

ENGINEERING ADVANCES IN ORTHOPEDIC SURGERY

In 2013, Timothy M. Wright, PhD, Director of Biomechanics and the F.M. Kirby Chair in Orthopaedic Biomechanics at HSS, received the prestigious Alfred R. Shands, Jr., Award from the Orthopaedic Research Society, recognizing his “contributions to orthopedics and the devotion to furthering knowledge in musculoskeletal disease.” It is a well-deserved honor. Dr. Wright has spent the better part of his career here – nearly 40 years – forging a field in biomedical engineering to improve joint implants and joint replacement surgery for individuals whose own joints have given way to injury and disease. In the 1970s, HSS engineers and physicians pioneered the modern knee replacement, and design concepts and surgical techniques initially developed at HSS for replacing diseased and damaged joints are now used throughout the world. Collaboration continues today to improve implant design.

“Because of its unique environment, HSS is one of the few places where you can put together multidisciplinary groups of investigators

to comprehensively examine specific questions in orthopedic care,” says Dr. Wright. Integral to this process is the Mary and Fred Trump Institute for Implant Analysis, where Dr. Wright and his colleagues evaluate retrieved implants to help establish the mechanical performance of new implant designs and materials and to determine how patient characteristics and surgical variations impact the implant’s success. Today, the Institute has amassed the largest collection of these implants in the world, providing the means to evaluate and improve performance through new designs while also comparing the effectiveness of existing designs.

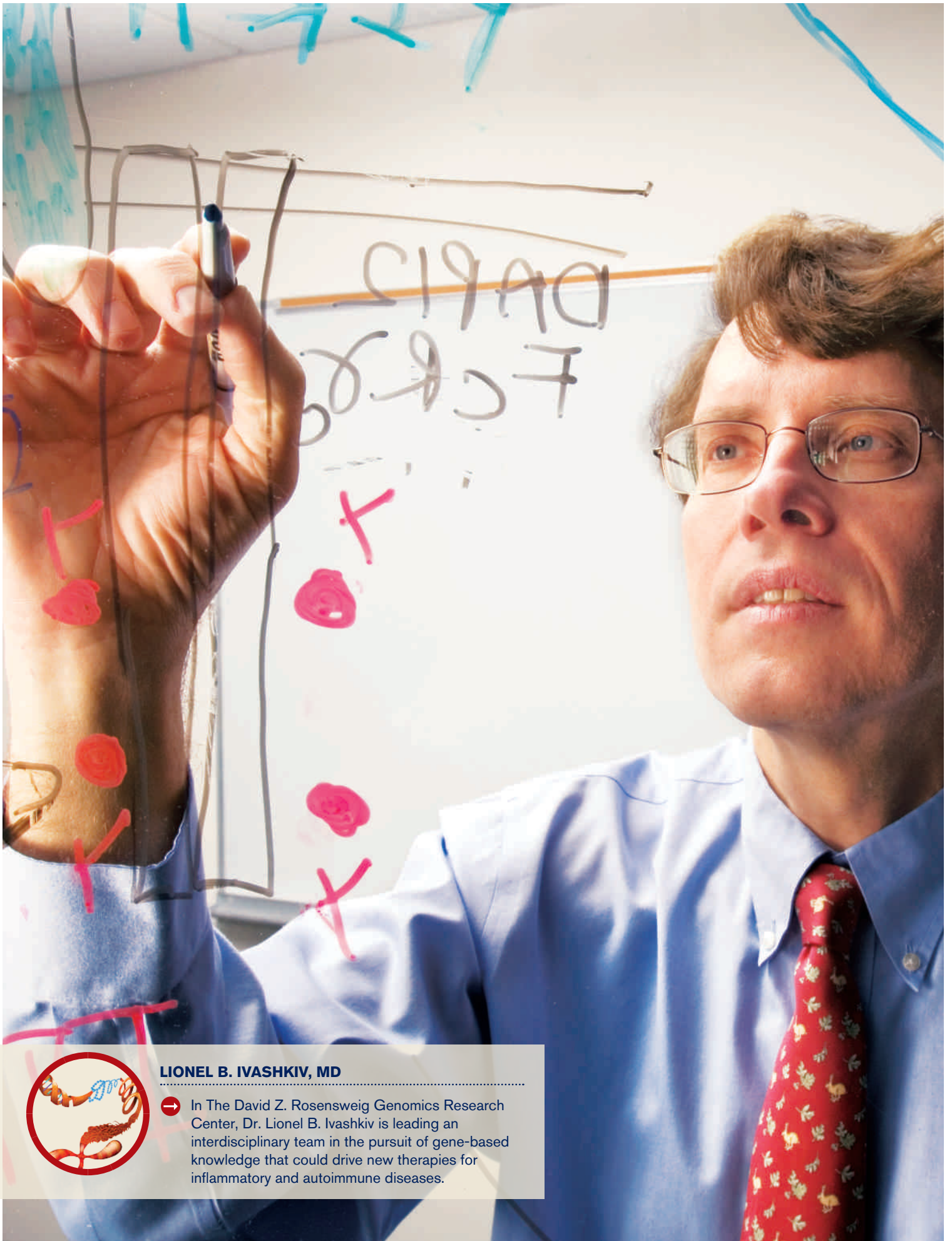
Engineers in the Department of Biomechanics are also collaborating with the Hospital’s sports medicine surgeons, making great strides in research, including initiatives focused on the development of synthetic implants for cartilage repair and replacement, and the creation of a new device to objectively assess knee stability to help better understand recovery after ACL reconstruction surgery.



TIMOTHY M. WRIGHT, PhD



→ Analyzing implants to determine factors that can lead to design improvements is a major component of the Department of Biomechanics under Dr. Timothy M. Wright.



LIONEL B. IVASHKIV, MD

➔ In The David Z. Rosensweig Genomics Research Center, Dr. Lionel B. Ivashkiv is leading an interdisciplinary team in the pursuit of gene-based knowledge that could drive new therapies for inflammatory and autoimmune diseases.

TARGETING NEW THERAPIES FOR AUTOIMMUNE DISEASE

Lionel B. Ivashkiv, MD, Associate Chief Scientific Officer at HSS and David H. Koch Chair for Arthritis and Tissue Degeneration Research, and Franck J. Barrat, PhD, senior scientist in the Autoimmunity and Inflammation Program, are accomplished researchers who throughout their distinguished careers have been pursuing targets that they hope will prove promising in the development of new therapies for autoimmune disorders.

Over the past two decades at HSS, Dr. Ivashkiv's journey has taken him from the study of specific proteins associated with rheumatoid arthritis (RA) to, most recently, genomic approaches to RA and systemic lupus erythematosus. "In the past 10 to 15 years, there has been a quantum leap in both understanding these diseases and in new and effective therapies," says Dr. Ivashkiv. "I think rheumatology has really led the field in terms of introducing biological and targeted therapies into modern medicine."

Dr. Ivashkiv and his HSS colleagues have been major contributors to this transformation, including their investigations of the JAK-STAT pathway. In fact, they were the first to link this signaling pathway with RA, and this year JAK-inhibitors have come onto the market as a new medication for RA. "In the first 20 years of my career I've been privileged to be part of the progression of an innovation from the laboratory bench to the patient's bedside," notes Dr. Ivashkiv. "In the next phase of my career, I'd like to help develop a whole new therapeutic area based on genomics."

Dr. Ivashkiv's work has received a major boost with a \$5.6 million grant from The Tow Foundation to establish The David Z. Rosensweig Genomics Research Center at HSS. "Our goal is to define how environmental factors regulate genes involved in autoimmune disease, as well as identify new genes associated with RA and lupus," says Dr. Ivashkiv, Director of the new Center. "We will be looking at the genetic makeup of an individual to make predictions about disease prognosis and determine which treatments might work best for them. This is a very complex undertaking, but can have a great impact on improving patients' lives."

Having spent his early career in research and development in the pharmaceutical industry, Dr. Franck Barrat is now applying this perspective to his current research at HSS in the identification of drug targets for the development of new therapies for inflammatory and autoimmune diseases. "The strength of working in industry is that you can have an idea of how to make a drug and then see its development all the way through to its testing in clinical studies," explains Dr. Barrat, who during that time discovered inhibitors of toll-like receptors involved in lupus, which are now in clinical trials.

"What's become apparent in the last 15 years or so is that in some situations toll-like receptors can become misguided, causing the immune system to create a response to its own nucleic acids. This is what drives autoimmunity. Our goal is to identify various mechanisms that can interfere with these receptors and prevent the immune system from going awry."



FRANCK J. BARRAT, PhD

→ Dr. Franck J. Barrat is studying the role of specific cells involved in immunity and inflammation that are expected to aid in the development of novel therapies.



FLORENCE YU, MD

→ Dr. Florence Yu reviews the medical history of Thomas Gorman, followed by a thorough physical exam to clear him for his upcoming knee replacement surgery.

PERIOPERATIVE MEDICINE: A MODEL PROGRAM FOR OPTIMIZING PATIENT OUTCOMES

While the co-management by surgeons and internists of patients undergoing orthopedic surgery has long been practiced at HSS, under the direction of rheumatologist Linda A. Russell, MD, this patient care model has evolved into a comprehensive program gaining national recognition. Dr. Russell, Director of the Division of Perioperative Medicine, and her team collaborate with HSS surgeons to assure optimal preparation and postoperative management of their patients.

“Our goal is to optimize the health of the patient through protocols that are implemented across the board, from health screenings in preparation for surgery, careful monitoring during the Hospital stay, and even following discharge,” says Dr. Russell. “This is particularly important because many patients coming to HSS for joint replacement surgery are older and may have hypertension,

cardiovascular disease, diabetes, or other health issues that need managing before surgery.”

Charles N. Cornell, MD, Clinical Director of Orthopedic Surgery, agrees with Dr. Russell on the need for standardizing preoperative protocols. “We use a risk assessment tool created by the American College of Surgeons to ensure that every patient is as healthy as possible going into surgery,” says Dr. Cornell. “While low-risk patients do not need a lot of preoperative testing and tend to do very well, those at high risk may have unstable medical conditions that need to be optimized prior to surgery. In the past, those patients tended to have long hospital stays and many complications. By applying these preoperative risk assessments, patients are better prepared for the surgical experience and we have been able to shorten hospital stays and improve outcomes.”

REFINING ROBOTICS FOR THE O.R.

In 2001, during his orthopedic residency at HSS, Andrew D. Pearle, MD, traveled to Hadassah Hospital in Jerusalem to assist in the care of victims during the height of the Second Intifada. “Hadassah surgeons modified computer assisted surgery tools designed for the spine and applied the technology to remove shrapnel,” recalls Dr. Pearle. This defining moment in Dr. Pearle’s career inspired him to establish one of the first computer assisted surgery programs in the country soon after he joined the Department of Orthopedic Surgery at HSS in 2005.

Two years later, Dr. Pearle became the first orthopedic surgeon in New York City to perform robotic partial knee replacement. Since that time, he has used robotic assistance for partial knee replacement, continually refining its application so that robotic-assisted procedures – once considered exotic – are now routine at HSS, with Dr. Pearle performing up to seven a day. The technology is now being applied to total hip replacement surgery as well.

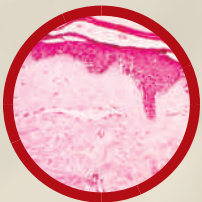
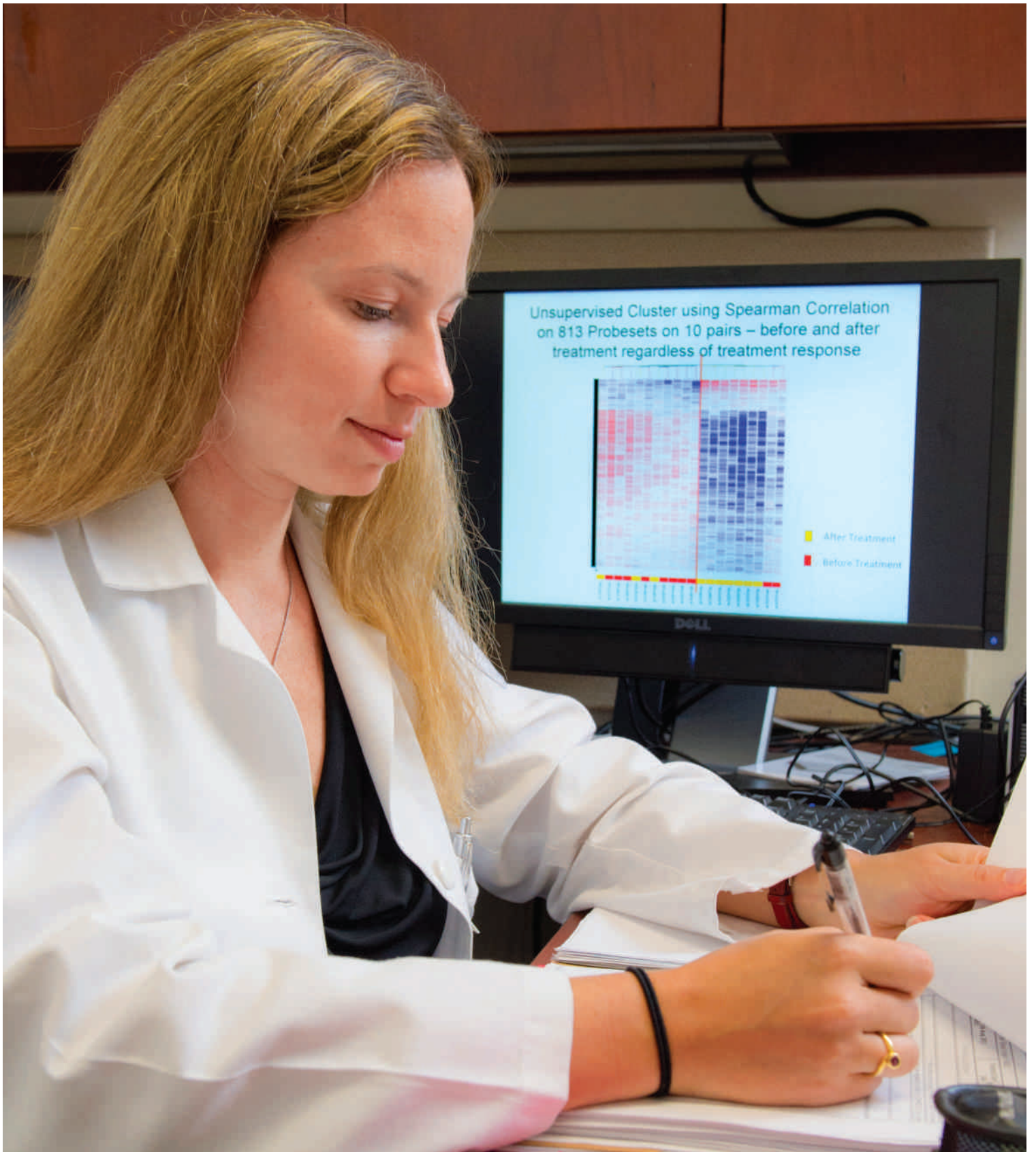


“These procedures have come of age and are really making a positive impact on patients’ lives,” says Dr. Pearle. “Robotic assistance for partial knee replacement allows us to remove a minimal amount of bone to resurface the joint. Before we ever go into the operating room, we create a 3-D model of the patient’s knee from a CT scan, which we use to optimize a plan so that the implants will be perfectly aligned and able to reproduce normal knee motion. The robotic arm then allows for sculpting of the bone in a very precise way. Patients can generally return back to work in two weeks and to sports in two months.”



ANDREW D. PEARLE, MD

→ Knee resurfacing procedures employing the robotic arm at HSS have been refined and are now routinely used by Dr. Andrew D. Pearle and other HSS surgeons.



JESSICA K. GORDON, MD

➔ Physician-scientists, such as Dr. Jessica K. Gordon, bring an important perspective to research, since they experience first-hand the clinical needs of patients.

PHYSICIAN-SCIENTISTS: STRENGTHENING THE LINK BETWEEN RESEARCH AND RESULTS

Several days a week, rheumatologist Jessica K. Gordon, MD, sees patients in her practice at HSS. Many of these patients have been diagnosed with scleroderma, a rare autoimmune connective tissue disorder that can affect multiple organs in the body. “Currently, there are not many universally effective treatments for scleroderma,” says Dr. Gordon. “We can definitely improve quality of life, but there is no cure.” Seeking to improve therapeutic options for these very ill patients, Dr. Gordon also spends about half of her time performing clinical trials, observational studies, and conducting translational work that seeks to improve knowledge regarding therapeutic targets and the identification of biomarkers.

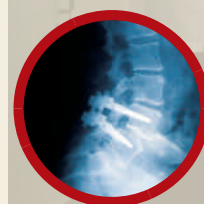
“Essential to ensuring the effective application of new scientific knowledge to advance medicine is to develop investigators who can transition between their work in the laboratory and their care of patients,” says Steven R. Goldring, MD, Chief Scientific Officer and Richard L. Menschel Research Chair. In 2012, HSS established the Anna-Maria and Stephen Kellen Physician-Scientist Career Development Award program to mentor and support early career clinical faculty, like Dr. Gordon, who are committed to careers that balance a commitment to clinical care with the rigorous pursuit of scientific research.

Supported by major grant funding from the Anna-Maria and Stephen Kellen Foundation, the Kellen Award program encourages mentorship. Each of the physician-scientists who receive an award is paired with one or more senior scientists in the Hospital’s Research Division. “The Kellen Award provides our physicians with the ‘protected time’ they need to maintain their busy clinical practices while pursuing research in the laboratory,” says Dr. Goldring.

Dr. Gordon, who was among the first group of six HSS physician-scientists to be selected for the competitive award, is collaborating with senior scientists Mary K. Crow, MD, Physician-in-Chief and Benjamin M. Rosen Chair in Immunology and Inflammation Research, and Robert F. Spiera, MD, Director of the Scleroderma, Vasculitis, and Myositis Center of Excellence, on studies of new medications for scleroderma.

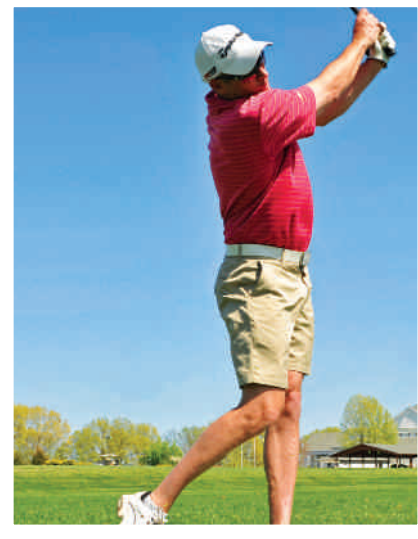
Orthopedic surgeon Matthew E. Cunningham, MD, PhD, is also a recipient of the Kellen Award. Dr. Cunningham, who is mentored by Carl P. Blobel, MD, PhD, Program Director of the Arthritis and Tissue Degeneration Program, and Adele L. Boskey, PhD, Starr Chair, Mineralized Tissue Research, is investigating alternate methods to achieve spine fusion without surgery. “We are studying ways to deliver an injection of specific genes to the disc to transform disc tissue into bone in the same space that would otherwise be the target for the surgery,” says Dr. Cunningham. “We could potentially bring patients in for an injection and send them home the same day, enabling them to go back to work and other parts of their lives immediately. This is a much better option than the three to four months of recovery needed following surgery.”

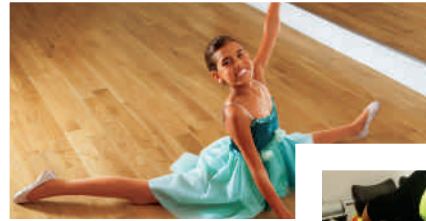
In the first year of the Kellen Award program, the six physician-scientists had more than 50 research articles published in peer-reviewed journals.



MATTHEW E. CUNNINGHAM, MD, PhD

→ By studying the molecular aspects of bone formation, Dr. Matthew E. Cunningham hopes to develop better methods for spinal fusion.





OUTCOMES

There are countless factors that contribute to the extraordinary outcomes that patients have come to know and expect from Hospital for Special Surgery. The outcomes are attributable, in large part, to the highly specialized skills and experience of the Hospital’s physicians and surgeons. “For patients, the most important outcome is to regain function and resume their lives free of pain,” says Thomas P. Sculco, MD, Surgeon-in-Chief. “And the success of our doctors in helping them achieve this is evidenced in the many thousands of patients who come to HSS for musculoskeletal care and are able to return to the activities most important to them. Also key to achieving a successful result is providing care in a high quality and safe environment, which overarches all of our efforts on behalf of our patients.”

This commitment to quality care and patient safety begins early on in the patient’s experience with HSS. Under the leadership of Mary K. Crow, MD, Physician-in-Chief, the Hospital launched a concerted effort to redesign the preoperative screening process. “Particular attention was paid to develop

strategies so that patients could receive the appropriate preoperative evaluation and any intervention to minimize surgical risks well ahead of the date of surgery,” says Dr. Crow. “The most challenging medical cases, including patients with diabetes, coronary artery disease, and pulmonary hypertension, are presented to the multidisciplinary Complex Case Review Panel, which determines which patients may be too sick for surgery, and those who can have surgery but have medical issues that need to be addressed in order to achieve a favorable outcome.”

For example, according to Linda A. Russell, MD, Director of the Division of Perioperative Medicine, research shows that the more a patient’s diabetes is controlled, the better the surgical outcome, with fewer infections and cardiovascular complications. “To address this in our own patients, we instituted a protocol requiring that any patient with diabetes who is scheduled for surgery must have their diabetes under control or surgery will be postponed until it is,” says Dr. Russell.



101 DAYS AFTER HIP REPLACEMENT.

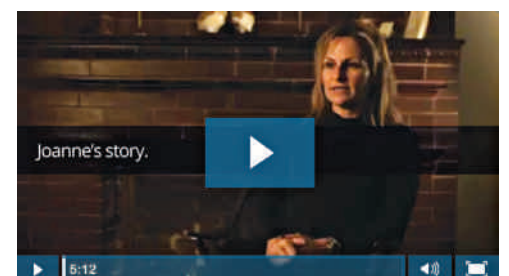
Get Jeff Sutch's story at hss.edu/backinthegame

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HOSPITAL
FOR
SPECIAL
SURGERY

WHERE THE
WORLD COMES
TO GET BACK
IN THE GAME

What better way to demonstrate the results of care provided at HSS than to have our own patients speak for themselves. In early 2014, the Hospital launched a compelling advertising campaign with the theme – *Where the World Comes to Get Back in the Game*. Featuring three patients whose lives were restored by HSS orthopedic surgeons, the campaign appears in airports in New York, California, and Florida; on television; and online. The stories reflect the scope of patients from all over the world who seek care at HSS – Jeff Sutch, whose hip replacement surgery allowed him to return to his career as a cinematographer for extreme sports; Maxime Heinsbroek, a young student who underwent a complex surgery for a shattered pelvis and hip sustained in a motor scooter accident and was thrilled to be able to ride her bicycle again in her native Amsterdam, a city of bikes; and Joanne Donoghue, an IRONMAN® competitor whose torn meniscus was reattached, enabling her to continue her strenuous training regimen and high-end sports.





82 DAYS AFTER SHATTERED PELVIS RECONSTRUCTION.

Get Maxime Heinsbroek's story at hss.edu/backinthegame

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HOSPITAL FOR SPECIAL SURGERY WHERE THE WORLD COMES TO GET BACK IN THE GAME



84 DAYS AFTER KNEE MENISCUS REATTACHMENT.

Get Joanne Donoghue's story at hss.edu/backinthegame

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HOSPITAL FOR SPECIAL SURGERY WHERE THE WORLD COMES TO GET BACK IN THE GAME

As a hospital that treats thousands of orthopedic and rheumatology patients each year, HSS has the unique opportunity to make important inroads in quality improvement and patient safety that are key factors in successful outcomes. HSS has one of the lowest infection rates in the country and for the fifth consecutive year, the Hospital, which performs the highest number of hip replacement surgeries in the country, has been recognized by the New York State Department of Health for having an infection rate significantly lower than the state average for these procedures. Numerous best practices – many pioneered here – help to keep the Hospital’s infection rates low. Several of these focus on minimizing surgical time for joint replacement, which, in general, lowers the risk for infection.

The Hospital’s high volumes provide exceptional opportunities to compile and analyze data on patient outcomes. To enhance the productivity and impact of clinical research that can lead to improved outcomes, the Hospital established the Healthcare Research Institute under the direction of Stephen Lyman, PhD. The Institute consolidates clinical research programs under a single administrative structure.

Patient registries are one component of this major initiative. HSS now has more than 45 registries that contain information on more than 110,000 enrollees – patients who come here for care. These registries form the basis of evidence-based care, providing valuable information for evaluating patient outcomes, refining current treatments, and developing new techniques and therapies. These registries also help to raise the standards of care in the national and international medical arenas through the sharing of information in peer-reviewed publications and presentations at professional meetings.

Dr. Lyman’s goal is for the Hospital’s registries to become an arbiter of best practices. “If we can develop algorithms or predictive models that provide information to the surgeons, nursing staff, anesthesi-

ologists, pharmacists, and other caregivers who need particular attention for a specific patient, this would truly contribute in a meaningful way to improving outcomes after surgery, and making sure that what we uncover or discover contributes to excellent outcomes for patients not only here, but everywhere.”

The Hospital’s mission to set benchmarks in standards of care and to be in the vanguard of developing best practices in musculoskeletal medicine covers many areas, including pain management. Patients undergoing total hip and total knee replacements are benefiting from new practices put in place to make recovery from these procedures quicker and easier. “One specific area that we are focusing on is pain management,” says Charles N. Cornell, MD. “Our goal is to reduce side effects, including nausea, dizziness, and weakness from different types of anesthesia by using a variety of medications and interventions. These include delivering pain medication directly into the joint, helping to shorten length of stay and, at the same time, contributing to greater patient satisfaction with their recovery.”

The Hospital’s patient satisfaction scores continue to validate efforts to provide expert care with heightened attention to quality and safety. Over the last five years, inpatient satisfaction scores on “likelihood of patients recommending HSS to friends and family” have been in the 99th percentile compared to other Magnet hospitals in the national Press Ganey® database. The extraordinary skill of the Hospital’s nursing staff contributes to the outstanding outcomes of patients. In 2011, HSS became the first hospital in New York State to achieve its third consecutive designation as a Magnet hospital – the gold standard for nursing excellence – by the American Nurses Credentialing Center.

With a shared goal of improving the lives of patients, the physicians and staff at HSS are committed to extending the boundaries of what is possible in care for musculoskeletal and autoimmune disorders.



ERIC BLUME, HAWAII

→ Eric Blume is back in the swing of things thanks to the diagnostic and surgical skills of Dr. Bryan T. Kelly and hip surgery to repair torn cartilage.

ERIC'S STORY

A commercial pilot, Eric Blume has flown 747s all over the world. Several years ago, he developed excruciating pain in his left hip, a pain so intense that he couldn't do the things he enjoyed, like playing golf and working out. More importantly, his hip pain was becoming detrimental to his career. "I was unable to sit for more than 10 minutes." Long overseas flights spent in the cockpit became unbearable. "After takeoff I would lean my chair back and try to straighten out my legs to lessen the pressure on my hips."

At home in Hawaii, Mr. Blume was diagnosed with a tear in the cartilage (labrum) of his hip. "The doctor I saw at the time didn't really recommend surgery, and I started to think, 'Where do I go from here?' This doctor told me there was a 50/50 chance he could help me. I knew he wasn't that specialized. I wanted to find someone really good who has done a lot of these surgeries. There was too much at stake."

Exhaustive research led him 5,000 miles east to HSS where he met with Bryan T. Kelly, MD, Director of the Hip Service at HSS. Dr. Kelly and his colleagues soon determined that the labral tear wasn't the root cause of his pain. He also had impingement of the hip, a condition in which the labrum is compressed between the ball and socket of the hip causing severe pain. It is an elusive condition that requires a keen understanding of the disease process to diagnose. Dr. Kelly and his team performed minimally invasive arthroscopic surgery to repair Mr. Blume's hip.

Getting himself to New York under such painful conditions wasn't easy. "I flew from Honolulu to New York with a stop in Los Angeles. It was worth every single ounce of energy and effort to get to HSS." Soon after the procedure Mr. Blume was once again airborne – this time pain-free.



MICHELLE SOVINSKY, SWITZERLAND

→ Due to the surgical expertise of Dr. David S. Levine, Michelle Sovinsky was able to come back from a devastating foot injury to pursue her range of outdoor activities.

MICHELLE'S STORY

Michelle Sovinsky is an accomplished professor of economics and policy analysis at the University of Zurich in Switzerland. Away from academic pursuits, Ms. Sovinsky can be found taking in the breathtaking mountains of Switzerland, enjoying cycling, hiking, and mountain climbing.

While training for a triathlon during a mountain climb with friends, she fell 21 feet “onto a surface as hard as cement.” While Ms. Sovinsky was fortunate to survive the accident, her heel bone was crushed. She underwent surgery in Switzerland with a team of three surgeons. “After surgery, they told me I wouldn’t be able to do a lot of things I like to do, and that I would always walk with a limp and need to wear special shoes. I wouldn’t be able to hike.”

When the surgeons disagreed on whether she required follow-up surgery, Ms. Sovinsky decided

to get a second opinion. Online research led her to HSS and foot and ankle surgeon David S. Levine, MD. “Dr. Levine’s office responded immediately. I sent him the images and he said he could fix it and that it was a complex surgery and should be done by someone who’s done this procedure before.” Her decision made, she flew to New York.

One month after Ms. Sovinsky’s accident, Dr. Levine performed revision surgery on her shattered heel. She stayed in the Hospital for two nights and then in a hotel for two weeks. “The experience at HSS was great.”

Nine months later Ms. Sovinsky was back training for another triathlon, skiing, and riding her bike. “My whole life has been very sports oriented and Dr. Levine understood that. To modify this would have been a very big change for me. It’s great that I don’t have to.”

DON'S STORY

Don Healy had a childhood dream to someday reach the top of Mt. Everest. But by the time he turned 60 in 2005, Mr. Healy felt like a couch potato. “I had gone up a couple of waist sizes and I felt sluggish.” He began working out, shedding 25 pounds and deciding that by his 65th birthday he would scale Mt. Everest.

Mr. Healy trained aggressively, climbing Mt. Washington and Mt. Baker in the Northern Cascades. Five days before an expedition to Mt. Rainier in Washington, he broke his hip in a biking accident in New Hampshire. A local specialist pinned his hip, but after nine weeks he wasn't improving. A surgeon near his home in New York City recommended a hip replacement. Mr. Healy had one question – could he still climb afterwards?

“He told me to forget about climbing and that I probably wouldn't be able to squat. That was one of the most depressing days of my life.” His cousin, a physician, suggested he call HSS orthopedic

surgeon Thomas P. Sculco, MD, for a second opinion. “Dr. Sculco looked at my x-rays and said, yes, I would be able to climb after a hip replacement. And, of course, I'd be able to squat, too.”

Dr. Sculco performed Mr. Healy's total hip replacement and within a day he was walking with a cane; after 14 days, he was walking around the block; and after 42 days, Dr. Sculco lifted his hip precautions. “He said, ‘You are free to do whatever you want.’” Three months later, Mr. Healy resumed climbing, scaling several more mountains, including Mt. Rainier and Mt. Kilimanjaro. “My broken hip made me more determined than ever.”

In May 2010, Don Healy became one of the oldest Americans to reach the summit of Mt. Everest and is believed to be the first person to achieve this feat with a hip replacement. “Even though Dr. Sculco said I'd be able to make the climb, I think even he was surprised I had done it.”



DON HEALY, NEW YORK

→ Through his own perseverance and the skills of Dr. Thomas P. Sculco in hip replacement, Don Healy was able to make it to the top of Mt. Everest.



LOIS ALEXANDER, CANADA

→ Lois Alexander was able to resume her strenuous yoga poses after several surgeries by Dr. Robert N. Hotchkiss to repair her shattered elbow.

LOIS'S STORY

Lois Alexander lives a physically active lifestyle in Montreal, Canada, spending her days cycling, practicing yoga, and strength training. When a cycling crash completely shattered her elbow, she was rushed into emergency surgery at a local hospital. Leaving the hospital in agony, she knew immediately that she wanted to get a second opinion.

Through one of her husband's business associates, Ms. Alexander was introduced to HSS orthopedic surgeon Robert N. Hotchkiss, MD, who specializes in surgery of the hand and upper extremity. She sent her x-rays to Dr. Hotchkiss for evaluation.

She was committed to achieving a strong, stable elbow with full movement so that she could return to her vigorous lifestyle. To ensure that this would be possible, Dr. Hotchkiss performed a second operation to reconstruct her elbow. Ultimately, the reconstruction required two metal plates and multiple screws, as well as freeing up the ulnar nerve

in the elbow. Ms. Alexander and her husband were impressed. "Dr. Hotchkiss is clearly a brilliantly skilled doctor."

Her husband drove her back and forth between Montreal and New York for follow-up visits. The time spent traveling was well worth the peace of mind she achieved during her recovery. "It's not just around the corner, but I knew I was being taken care of properly." Less than a year after her injury, Ms. Alexander had a second surgery to remove some of the hardware from her arm. She is once again practicing yoga, cycling, and appreciating a return to her former lifestyle. "I can't say enough about how grateful I am."

A year after her final surgery, her son Eric, an ice hockey goalie, chose HSS for surgeries on his injured knee and ankle with orthopedic surgeons Robert G. Marx, MD, and Matthew M. Roberts, MD. "We are huge fans of HSS!"

CELINE'S STORY

Celine Read, 18, hails from the Dominican Republic. In January 2012, while riding in a beach buggy with a friend, the buggy suddenly flipped over, landing on her right leg. “When they picked me up, I saw my jingly leg, as if I had three more knees.”

Ms. Read was taken to a tiny rural hospital near the beach, where treatment resources were limited. “They did some x-rays to see what type of fracture I had and then applied a cast.” Her father arranged a helicopter to bring her to a hospital in Santo Domingo, the country’s capital. “My leg was so swollen that they had to wait for it to drain completely before surgery. Two weeks passed during which I underwent four or five surgeries.”

In the meantime, her parents searched the internet to find the best hospital in the world to go for a follow-up consultation. “They researched everything about HSS: how it was ranked number one in orthopedics and was the best place to treat me.”

The family flew to New York to meet HSS orthopedic surgeon Austin T. Fragomen, MD, a specialist in limb lengthening and complex limb reconstruction.

“As soon as I got to HSS, the kindness of everyone lessened the fright I felt as a teenager, away from everything I had known before. When I was told ‘This has to be done again,’ I knew I was in for a long ride. But then the physician’s assistant told me, ‘We always win.’ And so we did.”

At HSS, physicians applied a new external fixator to hold her bones together. They then performed a bone and skin graft, as well as tibia and ankle surgery. Eight months after the accident that caused such a devastating injury to her leg, Ms. Read was “walking just as I walked before the accident. I know I have a great future ahead of me thanks to all those great people at HSS.”



CELINE READ, DOMINICAN REPUBLIC

→ After recovery from several surgeries by Dr. Austin T. Fragomen for a severely injured leg, Celine Read finds working out at the gym no sweat.





GLOBAL OUTREACH

The influence of HSS on patient care, education, and research extends far beyond the boundaries of the Hospital's home base in New York City. Each year, more than 5,500 patients travel to HSS for care from around the country and abroad. "We find that patients – especially those with complex problems – will travel great distances for the superb diagnostic and treatment expertise offered here," says Louis A. Shapiro, President and CEO. At the same time, the Hospital is collaborating with a number of international organizations to raise the level of musculoskeletal care across the globe, reaching – in addition to North America – across the continents of South America, Asia, Europe, Africa, India, and Australia.

These relationships take many forms. In Asia, the HSS-China Orthopaedic Education Exchange provides a unique opportunity for orthopedic surgeons and trainees in China to benefit from the Hospital's specialized expertise and vast resources in orthopedic surgery through professional education programs in their home country and on site at HSS. An ongoing partnership with AMIL will enhance HSS's presence in Brazil, host of the 2014 FIFA World Cup and the 2016 Olympic Games. And through a relationship that began in 2006 with the Stavros Niarchos Foundation, orthopedic surgeons from Greece come to HSS each year to enhance their skills in musculoskeletal medicine.



MAKING A WORLD OF DIFFERENCE

HSS continues to expand its role in musculo-skeletal medicine, committed to sharing its expertise to improve the lives of patients, advance the skills of physicians, and develop domestic and international collaborations that will serve as a conduit of best practices and outstanding outcomes the world over.

“The reach of HSS is continually expanding, and today the Hospital has a significant presence in Europe, South America, and China, with new international collaborations and relationships under development,” says Thomas P. Sculco, MD, Surgeon-in-Chief. “Part of our mission is to take the best practices in patient care that we have developed here and disseminate this information to centers throughout the world. We also feel it is our responsibility to educate physicians from overseas who can go back to their countries to lead or develop programs in orthopedics.”



CHINA

Nearly 7,000 miles from Special Surgery’s home in New York City, a productive and ongoing collaboration is taking place between HSS and the Chinese Orthopaedic Association (COA) in Beijing, China. With a registered membership of more than 30,000 orthopedic surgeons, COA is the largest and most influential orthopedic society in China. Each year, HSS figures prominently at COA’s International Congress, making major presentations, hosting workshops and symposiums, and collaborating on research and development in joint replacement. In 2013, a major instructional course on total knee arthroplasty was led by four of the Hospital’s orthopedic surgeons and two bioengineers.

A unique educational initiative with China is enabling physicians and trainees throughout the country to benefit from the Hospital’s specialized expertise and vast resources in orthopedic surgery. The HSS-China Orthopaedic Education Exchange, coordinated by Mathias P. Bostrom, MD, and Xu Yang, MD, from Beijing Chao-Yang Hospital – one of the top-ranked hospitals in China – is providing training opportunities at many levels. For example, Chinese physicians who are still in their residencies, as well as those who are more seasoned, can come to HSS for an orthopedic observation program, where they are exposed to surgeries and clinical practice in a particular subspecialty. Medical and undergraduate students and physicians can participate in the Hospital’s Academic Visitor Program, where they are assigned to an HSS physician who brings them into both the operating room and their clinical practice for observation. In 2013, physicians from more than 40 countries took part in the Academic Visitor Program for both orthopedics and rheumatology.

Hospital for Special Surgery’s bioengineers and colleagues in China are also collaborating on the development of a total knee replacement system that addresses anatomical and functional requirements of the East Asian population. According to Timothy M. Wright, PhD, Director of the Department of Biomechanics, while there are only slight variations between Caucasians and Asians in the anatomy of the knee, there are innovative refinements in a total knee prosthesis that can improve clinical outcomes in Asians.



BRAZIL

Hospital for Special Surgery's newest global partnership is with Hospital Alvorada in São Paulo, Brazil, with a particular focus on its Department of Orthopedic Surgery. This is HSS's second collaboration with a Brazilian hospital. In 2013, HSS signed a multi-year agreement with AMIL, Brazil's largest managed healthcare organization, to provide services in quality management, clinical pathways, and academic training at its newly opened orthopedic specialty hospital, Hospitalys Ortopedia, in Rio de Janeiro.

Hospital Alvorada, a 232-bed general hospital with an entire floor dedicated to orthopedic surgery, is also part of the vast AMIL network. Similar to the agreement with Hospitalys Ortopedia, the partnership between HSS and Hospital Alvorada will focus on clinical pathways and quality initiatives to grow its orthopedic surgery programs, with an emphasis on establishing its reputation as a leader in total joint replacement.

"Hospital for Special Surgery is recognized around the world as the best orthopedic hospital, and its stellar reputation prompted us to seek this partnership," says Fernando Moisés José Pedro, Technical Director of Hospital Alvorada. "Our goal is to develop Hospital Alvorada's reputation as a leading provider in orthopedic surgery." An important part of the relationship with HSS, adds Dr. Pedro, is the establishment of patient registries and data to track outcomes.

Staff at Hospital Alvorada will also have access to year-round educational programs through the HSS eAcademy, which offers a variety of symposia, seminars, videos, and continuing medical education courses online. Special offerings will also be developed for physicians, physical therapists, and nurses affiliated with the hospitals owned by AMIL.

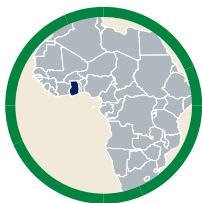
"We will be sharing presurgical, surgical, and post-operative best practices as they can be applied to the unique medical care environment in Brazil," says Dr. Bostrom. "Their patients will benefit, and their surgeons can tap into our vast experience in this field through the educational components of the relationship."

As Hospitalys prepares for two major sports events – the 2014 FIFA World Cup and the 2016 Summer Olympics – HSS physicians and staff are working even more closely with their Brazilian counterparts in sports medicine. "We are proud and excited to continue this strong relationship," says Casio Zandona, Chief Executive Officer for AMIL in Rio de Janeiro. "Hospital for Special Surgery is the ideal partner for this initiative with its expertise and outstanding reputation."



GREECE

For the past eight years, HSS has enjoyed a partnership with the Stavros Niarchos Foundation in support of an annual orthopedic fellowship program. The Stavros Niarchos Foundation-Thomas P. Sculco, MD Orthopedic Fellowship and annual professional education programs have become an integral component of the Hospital's academic endeavors. The program provides national orthopedic surgeons in Greece the unique opportunity to participate in fellowship training at HSS. Each year a group of surgeons from Greece participates in four-day programs of lectures, operating room observation, and simulation training in the Hospital's Bioskills Education Laboratory. In addition to working with the HSS Adult Reconstruction and Joint Replacement Division, the Niarchos fellow is able to pursue clinical or basic science projects. The Stavros Niarchos Foundation has selected HSS with the goal of enhancing musculoskeletal medicine and improving patient outcomes in Greece.



GHANA

Located on 10 acres in Accra, Ghana, a new 50-bed specialty FOCOS Orthopaedic Hospital – with support from HSS – is providing comprehensive orthopedic and rehabilitative services for adults and children. “Becoming a healer was a dream I grew up with and giving back was my mission,” says Oheneba Boachie-Adjei, MD, Chief Emeritus of the Scoliosis Service at HSS, and founder and President of the Foundation of Orthopedics and Complex Spine (FOCOS). For Dr. Boachie, who was born in Kumasi, Ghana, and immigrated to the United States in 1972, the FOCOS Hospital is a dream come true.

“The patients we treat both surgically and non-surgically have disabling musculoskeletal disorders, including complex spine deformities and pediatric orthopedic problems,” says Dr. Boachie. “FOCOS’s mission is to provide affordable orthopedic care to those who would not otherwise have access to such treatment.”

For more than a decade, volunteer medical teams, including orthopedic surgeons, residents and fellows, nurses, and physical therapists have traveled with Dr. Boachie to Ghana to perform corrective orthopedic surgery procedures and other musculoskeletal care.

WORLDWIDE

Whether here in New York or as far away as Asia, HSS orthopedic surgeons are training their counterparts from other countries in proven approaches and the latest surgical treatments for musculoskeletal injuries and disorders. At the same time, Hospital faculty are frequently invited to provide training, deliver presentations, and conduct surgery

at centers throughout the world. “I’ve always found it very interesting that the people who come to HSS for advanced training tend to be the crème de la crème and really make a sacrifice to travel here,” says Dr. Sculco. “They are driven to excel and want to go back to their countries to be the best in the field.”

Understanding the importance of the interaction and involvement of the global orthopedic community to improving patient care, education, and research in musculoskeletal care throughout the world, Dr. Sculco spearheaded the establishment of the International Society of Orthopaedic Centers (ISOC) in 2006. In the eight years since ISOC held its first meeting in the United States, its membership has grown to 13 countries representing 17 major orthopedic centers from around the world. Meetings have been hosted in Switzerland, Italy, Chile, Germany, and in 2014, members will gather in Mexico. “ISOC has become a driving force in the effort to improve orthopedic care on a global scale,” says Dr. Sculco. “The significance of this coalition resides in its desire to improve quality of patient care, enhance academic programs, and help sustain major orthopedic programs here and abroad.”

Whether through organization-to-organization partnerships, such as those HSS has formed with AMIL and the Stavros Niarchos Foundation, or large-scale global initiatives, such as ISOC, the Hospital is making a world of difference for patients and physicians alike through increasingly interconnected and mutually beneficial relationships.

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2013 LEADERSHIP REPORT

Patients come to HSS from across the region, all 50 states and more than 100 countries seeking the world-renowned expertise of our specialists. Here they find a total health-care experience that is without peer in musculoskeletal medicine, where improving clinical outcomes and delivering compassionate care efficiently and effectively are paramount. In 2013, we continued to create value for our patients, advance the field through innovation, and build global impact. Our accomplishments in all of these areas ensure our position of strength and promise for the future.

CREATING VALUE FOR OUR PATIENTS

Today's patients are informed healthcare consumers whose decision-making process may include a number of variables – word of mouth, personal recommendations and their own research, now readily available on the internet. Last year, we had 3.3 million unique visitors to our own website – a 38 percent increase over the previous year.

HSS remains the destination hospital for musculoskeletal care, ranking #1 in the nation for orthopedics and #4 for rheumatology by *U.S. News & World Report*. Our physicians treat an extraordinary volume of patients in each of their subspecialties – a critical factor that allows us to pursue diagnostic and treatment innovations, create efficiencies in the delivery of care, and develop and share best practices.

Clinical studies support a strong link between higher volumes – for both physicians and hospitals – and better outcomes. In 2013, our surgeons performed some 29,000 surgeries, three times the volume of the next highest New York State hospital across all major inpatient orthopedic procedures.

Delivering high quality, patient-centered care is at the core of our mission, and our achievements demonstrate the Hospital's comparative value within the healthcare community. For the fifth year in a row, HSS was one of only two hospitals with a surgical site infection rate statistically better than the New York State average for hip replacement and revision procedures, according to the 2012 New York State Department of Health report released in December 2013. HSS ranked above national and state averages in assuring that patients receive pneumococcal and influenza immunizations.

HSS continues to optimize outcomes of its medical and surgical interventions and further the use of healthcare

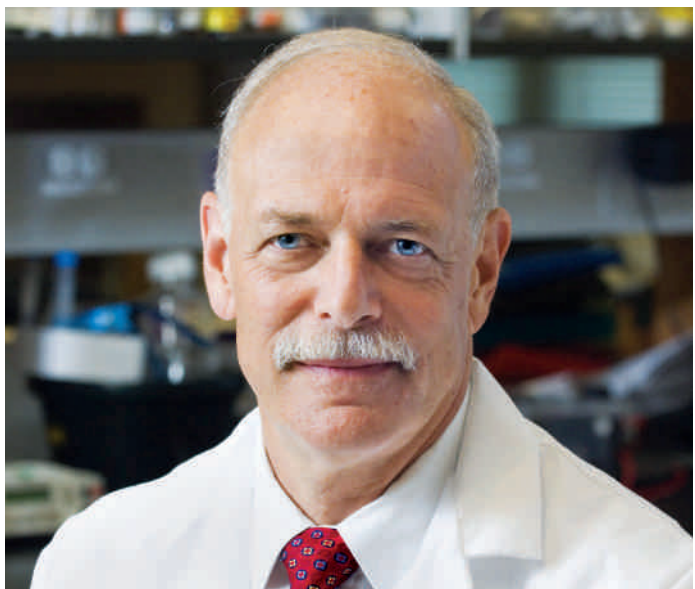
resources, thereby increasing the value we offer to our patients and to insurers. In 2013, we created the Complex Care Program to improve quality of care for patients who come to HSS with complicated health issues. Through this program, nurse practitioners focus on comorbidities, such as diabetes and atrial fibrillation, to develop a plan of care, collaborate with the interdisciplinary team, and closely monitor patients during their hospitalization.

We also opened a new Orthopedic Special Care Unit to manage patients in need of advanced levels of care and monitoring. And we recently established the Post-Operative Care Program to decrease emergency room visits due to postsurgical complications, prevent hospital readmissions, and help in the transition of care for surgical patients. Dedicated nurse practitioners oversee the program, evaluating patients and collaborating with the attending surgeons on a comprehensive plan of care to ensure a smooth and safe recovery for our patients.

The rate of hospital readmissions is one measure of effective and efficient management of care. According to the latest data available through the Statewide Planning and Research Cooperative System (SPARCS), HSS's 30-day readmission rates for all causes were the lowest in New York State for primary and revision hip and knee surgeries and cervical and lumbar surgeries.

Our multidisciplinary efforts to improve and coordinate patient care services throughout the Hospital not only lead to better outcomes, they also influence how our patients feel about their overall experience. In 2013, the Hospital was honored with the Guardian of Excellence AwardSM for outstanding inpatient satisfaction by the independent hospital surveyor Press Ganey[®]. Fewer than five percent of Press Ganey clients receive this award. In fact, HSS's inpatient satisfaction scores for "likelihood to recommend" have been in the 99th percentile among Magnet hospitals for the past 23 consecutive quarters.

Each and every one of our employees contributes to creating an exceptional patient care environment. So we were particularly honored that, for the second consecutive year, the Hospital received the 2013 Gallup Great Workplace Award – the only hospital in the Northeast and one of just 32 organizations worldwide to achieve this distinction. This award recognizes the best-performing organizations for their special ability to foster an engaged workplace culture. Results were compared across a research database of millions of work teams in more than 100 countries.



(Left to right)

Kendrick R. Wilson III, Co-Chair, Dean R. O'Hare, Co-Chair
Louis A. Shapiro, President and CEO, Thomas P. Sculco, MD, Surgeon-in-Chief and Medical Director
Mary K. Crow, MD, Physician-in-Chief, Steven R. Goldring, MD, Chief Scientific Officer

INVENTING THE FUTURE

The Hospital's research programs have evolved to incorporate new ways of thinking about bench-to-bedside science and advances in technology that are accelerating the pace of discoveries in the laboratory to therapeutic applications. We continue to recruit new faculty and build interdisciplinary research teams to further align scientific endeavors with our clinical strengths. These efforts contribute to HSS transforming the future of musculoskeletal care.

In 2013, the Hospital received a \$5.6 million grant from The Tow Foundation to establish The David Z. Rosensweig Genomics Research Center, which will advance genetic research and ultimately lead to better therapies for rheumatoid arthritis and lupus. The goal of the Center, directed by Lionel B. Ivashkiv, MD, David H. Koch Chair for Arthritis and Tissue Degeneration Research, is to further the understanding of the regulation of genes associated with autoimmune and inflammatory diseases, and applying this knowledge to develop more effective therapies.

The new HSS Healthcare Research Institute, led by Stephen Lyman, PhD, brings together the Hospital's patient outcomes research and registry programs under a single administrative structure to facilitate more productive and comprehensive clinical research.

Our research efforts have been further strengthened with the establishment of the Anna-Maria and Stephen Kellen Physician-Scientist Career Development Award program. This unique program was created to mentor and support early career clinical faculty at HSS who have been identified as future leaders of research in their respective fields and have demonstrated well-defined research activities integrated with clinical responsibilities.

These and other investments in research and innovation enable HSS to continue to find new and better ways to restore mobility and quality of life for our patients, and to share that knowledge with colleagues around the world.

EXTENDING OUR EDUCATIONAL REACH

HSS has earned an international reputation as a foremost leader of education in musculoskeletal medicine. In 2013, 660 medical school graduates applied for nine positions in our highly competitive orthopedic residency program for the 2014-2015 academic year. The Hospital now trains 45 residents in orthopedic surgery and greater than 70 fellows across all of our specialties.

We also launched the HSS eAcademy, an electronic, digital platform for disseminating education and academic programs through live streaming, as well as programs on-demand. This initiative affords professionals and community members the opportunity to access the Hospital's renowned educational resources online. In 2013, more than 8,000 individuals from around the world participated in our eLearning modules. This was in addition to the 470 medical professionals worldwide who came to HSS to observe and learn from our physicians and orthopedic surgeons through our Academic Visitor Program.

Building on longstanding relationships with Chinese professional organizations, hospitals, and orthopedic surgeons practicing in China, the Hospital formed the HSS-China Orthopaedic Education Exchange. In 2013, this endeavor included hosting seven Chinese physicians who traveled to HSS to learn the latest surgical techniques in joint replacement.

PROVIDING A PRESENCE NEAR AND FAR

In advancing the Hospital's strategy to expand HSS expertise beyond our New York City campus, we have further developed satellite locations and strategic collaborations:

Plans are now underway to open *HSS Connecticut/Chelsea Piers*, located in Stamford. The new 18,000-square-foot satellite facility, with a scheduled opening in early 2015, will include 10 physician offices, 20 exam rooms, an MRI, two x-ray units, and a special procedures unit.

IMG Academy is a new collaboration for the Hospital. A global sports, media, and entertainment company, IMG operates the premier sports training program in the country for adolescent, pre-professional, professional, and recreational athletes. In December 2013, HSS began providing on-site sports physical therapy services at their Bradenton, Florida facility, with a goal to expand into more comprehensive clinical, research, and innovation opportunities over time.

The *U.S. Olympic Committee's National Medical Network* designated HSS the first National Medical Center of the U.S. Olympic Committee's National Medical Network. In this capacity, HSS is an official hospital for elite U.S. athletes training for and competing in upcoming Olympic and Paralympic Games.

In 2013, HSS expanded its affiliation with *AMIL* – Brazil’s largest managed healthcare organization – to include a relationship with Hospital Alvorada, an AMIL hospital located in São Paulo, Brazil, which is interested in enhancing its orthopedic services with a focus on arthroplasty. Our association with AMIL also includes providing advisory services in orthopedics to AMIL’s Hospitalys Ortopedia, which recently opened in Rio de Janeiro. The primary focus of this agreement is in the areas of quality management and outcomes and research, with continued education and training opportunities for Hospitalys staff. With the upcoming FIFA World Cup in 2014 and the 2016 Olympic Games, AMIL and HSS will have a collective presence on the world stage in the field of sports medicine.

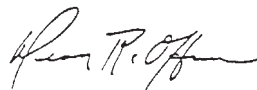
LOOKING FORWARD

In 2013, Helene Pavlov, MD, retired from her role as Radiologist-in-Chief and Chair of the Department of Radiology and Imaging. Over the course of her 16-year tenure as Chief, Dr. Pavlov built a premier center for world-class musculoskeletal clinical and research imaging. Dr. Pavlov is succeeded by Hollis G. Potter, MD, the Coleman Chair for Musculoskeletal Research at HSS, who has been with the Hospital for more than 22 years. During that time, Dr. Potter – a pioneer in musculoskeletal MR research – established a leading Musculoskeletal MRI Center with 11 high field strength MR units. Under her leadership, the Center has become one of the major clinical and scientific collaborators in orthopedic applications for General Electric. In her new role, Dr. Potter leads a team of physicians, imaging professionals, and researchers in the Department, which performs close to 300,000 musculoskeletal examinations each year, including MRI, CT, and conventional radiography and interventional procedures.

In February of this year, HSS launched our first new advertising campaign in nearly a decade. The campaign celebrates the stories of patients from all walks of life and all over the world, who return to what they love and need to do as a result of the care received at HSS. The campaign, *Where the World Comes to Get Back in the Game*, appears in airports in New York, California, and Florida; on television; and online. The ads invite and inspire the audience to hear more of the patients’ stories and learn about HSS as a global destination for care by visiting a new, dedicated online microsite at hss.edu/backinthegame.

While hospitals are being asked to meet many challenges as the country adapts to a new era in healthcare, HSS continues to remain financially strong due, in part, to a dedicated and visionary Board of Trustees and a vibrant philanthropic community of patients, friends, and supporters, who – in 2013 – raised nearly \$39 million. This is the third consecutive year that we will have achieved a record-breaking fundraising milestone.

Our commitment to creating value through innovation, global outreach, and growth allows us to look confidently toward the future. The strategic direction we have charted, along with the dedication of our extraordinary staff, donors, and patients, will enable us to attain our vision and continue to meet the needs of those who entrust us with their care.



Dean R. O'Hare
Co-Chair



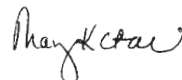
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Surgeon-in-Chief and Medical Director



Mary K. Crow, MD
Physician-in-Chief



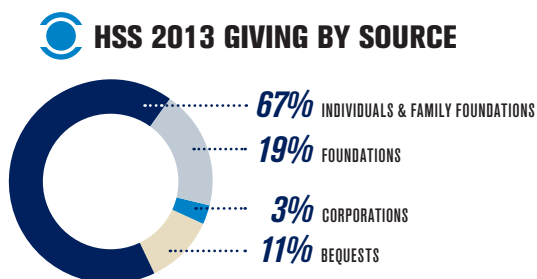
Steven R. Goldring, MD
Chief Scientific Officer

2013 PHILANTHROPIC HIGHLIGHTS

Hospital for Special Surgery is deeply grateful for the extraordinary generosity of thousands of individuals, foundations, and corporations, who helped make 2013 another record-breaking year for philanthropic support. We raised nearly \$39 million in 2013 to help ensure the highest level of care to all of the patients we serve. HSS takes great pride in knowing that our donors are committed to helping us remain at the forefront of innovation in patient care, research, and education.

TOTAL PHILANTHROPIC GIVING

In 2013, more than 5,515 donors contributed \$38.9 million to the Hospital. Grateful patients, who contribute individually, through their family foundations, or by bequests, continue to provide the greatest share of philanthropic support. They account for 78 percent of the funds contributed in 2013, serving as the bedrock for our success.



The generosity of foundations continued to help advance the Hospital's goals, especially in the area of musculoskeletal research. The Tow Foundation awarded HSS a \$5.6 million grant to establish *The David Z. Rosensweig Genomics Research Center*. The first center of its kind at HSS, investigators are working to advance our knowledge of autoimmune disease at the genomic level and develop personalized treatments.

HSS ANNUAL BENEFIT CELEBRATIONS

The Hospital's 30th Annual Tribute Dinner honored the City of New York and Oheneba Boachie-Adjei, MD, associate attending orthopedic surgeon and Chief of the Scoliosis Service at HSS, who received the Lifetime Achievement Award. Marking the Hospital's 150th Anniversary, the Dinner continues to provide the largest source of unrestricted funds, raising a groundbreaking \$2.6 million. Chaired by Nelson Peltz and Trustees Patricia G. Warner, Kathryn Chenault, William R. Salomon, and Alan S. MacDonald, the Dinner welcomed more than 1,000 of the Hospital's friends and family, whose support allows HSS to build on its legacy of excellence and innovation.

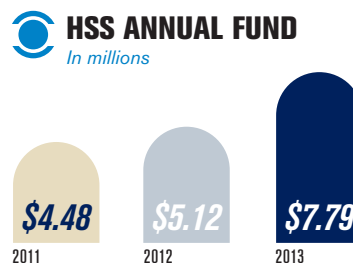
Thanks to the dedicated efforts of Chairperson Cynthia D. Sculco and Co-Chairs Renee Flug, Carol M. Lyden, and Antonella G. Salvati, the Autumn Benefit raised \$900,000 in support of medical education – a record-breaking amount for the annual event. Following dinner, the Young Friends of

HSS, led by Sarah Jane Sculco Gibbons, hosted Late Night and raised critical support for the Leon Root, MD Pediatric Outreach Program.

The seventh annual Big Apple Circus Benefit raised more than \$430,000 for pediatric care and research – the most ever raised by the Benefit in the Hospital's history. Co-Chairs Monica A. Keany, Trustee; Kate Doerge, Advisor; Michelle G. Carlson, MD; and Roger F. Widmann, MD, brought together over 500 guests for the sold-out Benefit to ensure that HSS will continue to provide the safest and most advanced care for our youngest patients.

ANNUAL FUND

The Annual Fund is an essential source of strength for HSS and critical to the Hospital's mission of improving mobility and the quality of life for all. The Fund has steadily grown over the past three years, with 2013 raising an unprecedented \$7.8 million. This support ensures that the Hospital continues to provide unparalleled care for each and every patient; conducts groundbreaking research to accelerate the development of new treatments; and solidifies the Hospital's position as the world's foremost center of excellence in musculoskeletal health.



GIVING FOR THE FUTURE

Donors who make Hospital for Special Surgery part of their legacy play a vital role in supporting the Hospital's mission of providing compassionate care and pioneering medical breakthroughs. To recognize these donors, HSS established The Wilson Society in 1998. Named in honor of Dr. Philip D. Wilson, Jr., and his father, both of whom were Surgeons-in-Chief of the Hospital, the Society is sustaining and building the long-term strength of the Hospital. In 2013, HSS received a record number of estate gifts and other planned gifts that are helping to preserve the Hospital's leadership in musculoskeletal medicine.

Statement of Income ^(3,4)

(In Thousands)	Year Ended,	
	2013	2012
Hospital for Special Surgery		
Total Revenue ⁽⁵⁾	\$ 871,365	\$ 800,531
Total Expenses ⁽⁶⁾	830,654	766,563
Operating Income from Hospital for Special Surgery	\$ 40,711	\$ 33,968
Affiliated Companies		
Total Revenue ⁽⁶⁾	\$ 63,672	\$ 58,611
Total Expenses ⁽⁵⁾	59,049	52,641
Operating Income from Affiliated Companies	\$ 4,623	\$ 5,970
Operating Income for Hospital for Special Surgery and Affiliated Companies	\$ 45,334	\$ 39,938

Statement of Financial Position

(In Thousands)	December 31,	
	2013	2012
Assets		
Current Assets (Excluding Investments)	\$ 190,669	\$ 182,524
Investments ⁽⁷⁾		
Current	432,587	326,023
Long Term	96,314	93,196
Assets Limited as to Use	64,258	59,568
Property, Plant and Equipment – Net	467,347	460,987
Other Non-Current Assets	91,744	89,131
Total Assets	\$1,342,919	\$ 1,211,429
Liabilities and Net Assets		
Current Liabilities	\$ 255,332	\$ 238,877
Long Term Debt	257,143	262,459
Other Non-Current Liabilities	159,391	190,605
Total Liabilities	671,866	691,941
Net Assets	671,053	519,488
Total Liabilities and Net Assets	\$1,342,919	\$1,211,429

⁽¹⁾ Includes activities relating to Hospital for Special Surgery and its affiliates (Hospital for Special Surgery Fund, Inc., HSS Properties Corporation, HSS Horizons, Inc., HSS Ventures, Inc., and Medical Indemnity Assurance Company, Ltd.).

⁽²⁾ Complete Audited Financial Statements for both Hospital for Special Surgery and affiliates are available upon request from the HSS Development Department at 212.606.1196.

⁽³⁾ Excludes \$31.4 million of restricted philanthropic contributions in 2013 and 2012.

⁽⁴⁾ Excludes non-operating portion of changes in unrealized gains and losses on investments.

⁽⁵⁾ Includes \$1.3 million of transactions between affiliates that are eliminated in consolidation in 2013 and 2012.

⁽⁶⁾ Includes \$52.7 million and \$49.7 million of transactions between affiliates that are eliminated in consolidation in 2013 and 2012, respectively.

⁽⁷⁾ Hospital for Special Surgery is the beneficiary in perpetuity of income from an outside trust. The fair value of investments in the trust are not included above and were \$37.6 million and \$32.8 million at December 31, 2013 and 2012, respectively.

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DR. LEON ROOT: A LIFETIME AT HSS INSPIRES A PLANNED GIFT



Inspired by his extraordinary experiences at Hospital for Special Surgery as a fellow in 1961, Leon Root, MD, became a member of the HSS medical staff in 1967 and has devoted his medical career to helping as many patients as possible benefit from the outstanding level of care provided by HSS.

Dr. Root's work at Special Surgery is defined by his unwavering dedication to build on the Hospital's history of excellence in teaching, research, and patient care. "Our traditions are very important. Who we are, what we are, and what we've done," says Dr. Root. "When you come to work here, you honor those traditions, and it's our job to make sure that our message goes forth."

In addition to the numerous transformative programs Dr. Root has established, and the countless patients whose lives he has changed over his 47-year-career at HSS, Dr. Root became a charter member of The Wilson Society, Special Surgery's legacy society, when he made a bequest to the Hospital in his will in 1998. Dr. Root's commitment to the future of HSS will help to ensure that the Hospital continues to educate residents, fellows and staff, conduct research, and provide musculoskeletal care at the highest level.

"Special Surgery has given me the opportunity to do all the things that I've wanted to achieve in medicine," says Dr. Root. "HSS has supported me in so many different ways, and a bequest is my way of helping to support this great institution."

At HSS, Dr. Root established the first osteogenesis imperfecta ("brittle bone disease") clinic in New York City with pathologist Peter Bullough, MD, served as the Hospital's first Chief of Pediatric Orthopaedic Surgery for 25 years, elevated

Special Surgery's cerebral palsy clinic to national prominence, and established the Leon Root, MD Pediatric Outreach Program to provide free musculoskeletal screenings to medically underserved children in New York City. Since the Program's inception, the screening team has examined over 27,000 children and referred more than 5,000 for primary or musculoskeletal care.

Bequests like Dr. Root's and other planned gifts help support the Hospital's efforts in educating residents and fellows, conducting innovative research, and providing world-leading patient care at the Hospital and to the community. Planned gifts have created research chairs, enabled medical breakthroughs, and supported general funds, ultimately contributing to the unique, innovative, and compassionate atmosphere that is HSS.

"This is a very special hospital," Dr. Root observes. "Everybody takes pride in being here; everybody wants to do the best they can. We're going to give you the best care that we can give you."

Dr. Root, his fellow physicians, and all of the staff at Special Surgery are integral to creating the exceptional patient experience that only we can provide. Dr. Root's commitment to the future of HSS will help to ensure that patients will continue to receive personalized musculoskeletal care at Special Surgery for years to come.

"To come back to HSS and stay here is one of those wonderful decisions that changed my life for the better," reflects Dr. Root. "This is my home away from home."

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