

HOSPITAL FOR SPECIAL SURGERY

COMMUNITY SERVICE PLAN 2008

Serving Patients, Improving Public Health

This **Community Service Plan 2008** provides a concise overview of Hospital for Special Surgery's (HSS) realization of its Community Service Plan (CSP), inter-related initiatives that help improve the health, mobility, and quality of life for the communities it serves. The report is prepared in compliance with New York State Public Health Law 2803-1. The Hospital coordinates with other premier health care and research institutions including, New York-Presbyterian Hospital (NYPH), Memorial Sloan-Kettering Cancer Center, and The Rockefeller University. Special Surgery is affiliated with NYPH and by long-standing agreement the institution continues its critical role as the orthopedic and rheumatology service provider for NYPH at its Weill Cornell Campus and as a member of the New York-Presbyterian Healthcare System. Special Surgery's Charity Care policies support health care and services for those individuals who lack the resources to obtain essential medical interventions available through HSS.

HISTORIC HOSPITAL—HEALTHCARE LEADER

Founded in 1863, Hospital for Special Surgery, which is the country's oldest existing orthopedic hospital, continues to pave the way in the treatment and research of bone and muscle disorders. An independent 162-bed nonprofit hospital, Special Surgery leads in its disciplines of orthopedics and rheumatology. HSS was named top hospital in the nation in orthopedics in the annual *U.S. News & World Report 2007* "America's Best Hospitals" issue. For the 17th consecutive year, HSS was top ranked in orthopedics and rheumatology in the Northeast.

Special Surgery's immediate community is found within the boundaries of New York City's Community Board #8, which extends north from 59th street to 96th Street and east from Fifth Avenue to the East River; more generally, its primary service area consists of the five boroughs of New York City; the suburban counties in New York, along with New Jersey and Connecticut, comprise its secondary service area. However, the institution assists its many communities, whether in New York City neighborhoods, in the tri-state area, or around the world.

Mission, Vision, Values

Hospital for Special Surgery's integrated and focused initiatives to provide the highest quality care to its patients and to improve the health of its varied communities is articulated in its Mission, Vision, and Values statement and implemented through its Strategic Plan. Key principles include:

- Providing the highest quality patient care, improving mobility, and enhancing the quality of life for all and advancing the science of orthopedic surgery, rheumatology, and their related disciplines through research and education—regardless of race, color, creed, sexual orientation or ethnic origin.
- Leading the world as the most innovative source of medical care, the premier research institution, and the most trusted educator in the fields of orthopedics, rheumatology, and their related disciplines.
- Setting and adhering to the highest possible standards based on Excellence, Integrity, Compassion, Respect, Teamwork, Quality, Safety, Innovation, Education, and Efficiency.

Striving and Achieving Excellence

To fulfill its commitment to provide patients and the community the highest standard of healthcare, Special Surgery focuses on improving performance and measuring outcomes. For example, in 2007, HSS continued its multi-year initiative to adopt the Baldrige Performance Improvement Healthcare Criteria and Values. Recent external recognition for Special Surgery’s achievements includes:

- Special Surgery ranked Number 1 in the nation in orthopedics and Number 3 in rheumatology by *U.S. News & World Report*.
- First Hospital in New York State to be re-designated for Magnet Recognition for Excellence in Nursing Service by the American Nurses Credentialing Center.
- Recipient of two major clinical research grants from the National Institutes of Health (NIH):

Center for Education and Research on Therapeutics (CERT), a five-year grant to study orthopedic devices in collaboration with the Department of Public Health at Weill Cornell Medical College.

Clinical and Translational Science Center (CTSC), a five-year grant to establish an innovative network for biomedical collaboration on New York’s Upper East Side focused on translating research discoveries to patient care.

- Accreditation Council for Continuing Medical Education authorized HSS to become a national accrediting institution.
- Press Ganey survey of patient satisfaction ranked HSS in the 99th percentile for likelihood to recommend the Hospital.

Needs Assessment: Listening and Learning Shapes Services

Hospital for Special Surgery's **needs assessment** process incorporates relevant national, state and city health data, goals and priorities. In addition, the institution's feedback processes facilitate systematic, scheduled input from its varied constituents, which include community members, patients, physicians and staff. This provides invaluable insight into public and patient needs, which is utilized to identify gaps and future programming areas.

Special Surgery utilizes the U.S. Government report, *Healthy People 2010*, which sets broad-based goals and objectives to expand Americans access to care, and to eliminate health disparities by age, gender, race, or disabilities, and pays special attention to information regarding the needs of all New Yorkers. For example, HSS actively supports New York State's initiative to reduce and prevent osteoporosis, and to combat obesity in children. These needs and priorities are reflected in HSS public education outreach programs.

The Hospital routinely conducts needs assessments among key groups in its community, on which to base multi-year programs. For example, to assess the public's healthcare needs, the Public and Patient Education Department, in 2006, conducted a large-scale needs assessment of the HSS community, distributing more than 10,000 questionnaires. The survey collected information on community priorities, probed attitudes on major medical concerns, solicited feedback on public education and exercise classes, and gathered valuable demographic information. The nearly eight percent response rate provided targeted feedback in 2007 to shape Special Surgery's community programs and its affiliated institutions, such as the Irving Sherwood Wright Center on Aging.

Other needs assessment data is gathered through a rigorous evaluation process of public programs. All Special Surgery Public and Patient Education programs include participant questionnaires, and the feedback from these is tabulated, evaluated, and used in formulating new or refined offerings for the public health. In 2007, 2,734 people participated in 75 different on-site and off-site Public and Patient Education programs.

Further, Special Surgery's Service Excellence Council reviews Press Ganey monthly patient comments and quarterly reports, and along with departmental managers and multidisciplinary teams develops improvements in services based on this feedback of patients' needs. To sample the range of its constituencies, HSS incorporates findings from its Gallup Survey, measuring employee engagement to strengthen programs that enhance staff development and improve quality.

Finally, to ensure that the range of needs assessment information is interpreted at the highest level of management, Special Surgery's Board of Trustees receives and reviews ongoing reports that include results of patients' satisfaction surveys and a summary of the Hospital-wide Quality Assessment and Performance Improvement Program.

Strategic Planning: Collaborative Process Meets Future Needs

In 2005, Special Surgery launched a **strategic planning** initiative that resulted in a detailed and far reaching document to strengthen the institution and its services. The

plan, designed to inform the management and growth of its programs and services, reflected an extremely wide consultative and collaborative process. The result of the strategic planning process provides guidance through 2010, and reaffirms the HSS goal, “to provide the highest quality patient care, improve mobility, and enhance the quality of life for all.” In 2007, the Hospital initiated a strategic planning process and updated our strategic plan. The plan was presented to employees in open forums during the first quarter of 2008 and establishes the Hospital’s priorities over the next five years.

On an operational level, Special Surgery integrates strategic planning into its ongoing management and coordination. Specifically, the Hospital’s Public and Patient Education Advisory Committee, a major interdisciplinary group that includes representatives from Special Surgery’s Board of Trustees, ensures alignment and synergy between public and patient education and the institution’s medical specialties. Convened by the Surgeon-in-Chief and meeting six times yearly, the Public and Patient Education Advisory Committee is key to implementing strategy.

Special Surgery’s Public and Patient Advisory Committee recognizes that mounting public health concerns and an aging population will create an increased need for educational interventions relating to HSS specialties in the areas of musculoskeletal health and mobility. Yearly strategic planning by this group enables Special Surgery and its programs to respond to changes in the health care environment and link its programs and external trends. Special Surgery’s Education and Academic Affairs 2006-2010 Strategic Plan ensures alignment and helps prepare the institution to meet increasing constituent needs with measurable results.

Community Service Fulfills HSS Mission

Special Surgery’s **Plan for Provision of Care/Service**, which is written with input from all Hospital departments, distributed broadly within the institution, and presented to the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), expresses the institution’s commitment to improving community health. This community is defined as HSS patients as well as the public and healthcare practitioners. Since arthritis, rheumatism, and spine problems are the country’s most common causes of disability, HSS recognizes that community outreach and service continues to grow in importance, especially in the context of a rapidly aging baby boomer generation

PUBLIC AND PATIENT EDUCATION

To increase knowledge and promote healthier lifestyles, Special Surgery is dedicated to designing, implementing, and evaluating state-of-the-art programs and services aimed at reaching local, national and international communities. The **Public and Patient Education Advisory Committee** ensures alignment and synergy between public and patient education and all aspects of the Hospital. The Committee’s strategic planning process sets the institution-wide goals and improves organizational planning and effectiveness.

Special Surgery collaborates on research and public education initiatives to develop innovative approaches to meet community needs. The institution is responding to the impact of arthritis and osteoporosis on an aging population. In 2007, HSS forged a close relationship with the New York City Public Library system to bring osteoporosis and arthritis information and programs to these community hubs. This outreach strengthens HSS's already extensive public health programs for all ages to improve mobility and nutrition, essential elements to maintaining good bone and muscle health.

Upcoming public and patient education symposiums, classes, workshops, lectures, and support groups sponsored by Hospital for Special Surgery's Public and Patient Education Department are listed on the semi-annual **From Education to Empowerment: Your Guide to Total Health and Wellness** program calendar of events. This information is widely disseminated via printed brochures—16,000 copies of each issue are distributed—and via the Internet and other listings. Outreach and education for community-based organizations, government agencies, and senior health centers is also supported through speaker's bureau programs covering topics on nutrition, arthritis, lupus, and how to maximize mobility.

In 2007, HSS re-designed **HealthConnection: Hospital for Special Surgery's Good Health Newsletter** to offer exceptional consumer health information, from patient care to research; 16,000 copies were distributed and the information is widely accessible via the Internet. Please go to **www.hss.edu** to get to the HSS Homepage, and then click on **Education**. To obtain more information on any of these programs, please call the Education Division at **212-606-1057**, or email **education@hss.edu**

The HSS Web site offers the latest information on musculoskeletal care and research. **HSS.edu** also presents a wealth of information concerning osteoarthritis, rheumatoid arthritis, lupus, osteoporosis, and other musculoskeletal conditions. HSS distributes information to a wide array of news media to inform the public about developments in the Hospital's areas of expertise.

HSS offers a schedule of public education programs, private classes, and complementary medicine treatments under the supervision of HSS physicians, physical therapists, and complementary care providers through the **Integrative Care Center (ICC)**. An HSS affiliate, the ICC combines conventional medicine and therapeutic approaches with complementary and alternative techniques such as acupuncture, pilates, and massage therapy. The ICC is located at 635 Madison Avenue, between 59th and 60th Street in Manhattan. Information about events and classes is available at **www.hss.edu**, or by calling **212-224-7900**.

Encouraging safe physical exercise for all ages motivates HSS to offer a variety of specialized offerings to help people benefit from participation in sports. Pre-seasonal training programs are offered to the public through the HSS Rehabilitation Department's **Sports Rehabilitation and Performance Center**. Players, coaches, and trainers of all levels learn how to optimize performance and prevent injury under the guidance of expert HSS therapists and certified strength and conditioning specialists.

Programs focus on seasonal sports: skiing and snowboarding in November, baseball and softball in February, running in March, tennis in May, golf in June, etc. The two-part workshops include an informational session one week, and a follow-up practice session the second week. Both 90-minute sessions are held in the Sports Rehabilitation and Performance Center, located in the Hospital's Belaire Building on the ground floor level. To learn more call **212-606-1005**, or go to **www.hss.edu**.

The need to bring services to disadvantaged youth motivated the HSS **Women's Sports Medicine Center** to partner with the Wendy Hilliard Foundation in Harlem to design several events to promote the health and fitness of young girls from 5 to 16 years of age. In the winter, there are informational workshops on such topics as Keeping Your Bones Strong and Healthy, the Exercise and Activity Pyramid, and Healthy Snacking. In the summer, the Women's Sports Center participates in the Wendy Hilliard Foundation *Harlem Girls and Women's in Sports Day*, an event that offers hundreds of girls and their mothers the opportunity to experience non-traditional and Olympic Sports. For more information on the Women's Sports Medicine Center activities, call **212-606-1345** or go to **www.hss.edu**.

To help people maintain their physical therapy routine, the HSS Rehabilitation Department's **Joint Mobility Center (JMC)** offers an Exercise Wellness Program for people who have completed their formal physical therapy and choose to continue under the guidance of JMC therapists. The hour-long group class, held everyday in the Joint Mobility Center, consists of up to eight participants per leader and includes mat, cardiovascular, and strengthening exercises. To obtain more information on the program, call the Joint Mobility Center at **212-606-1213**.

ASSISTING ACCESS TO HEALTHCARE

The HSS **Manage Your Care-VOICES (MYC-VOICES)** program, offered by the Division of Patient Care and Quality Management, Department of Social Work Programs, helps patients to access entitlements and other resources to manage their healthcare and improve the quality of their lives; in 2007, the program had a total of 4,272 patient contacts. Social workers and trained volunteers provide advocacy services, education and community referrals, focusing on low income patients with chronic rheumatic illnesses and orthopedic conditions. The Medicaid Managed Care Education component of the program provides bilingual information, both face-to-face and with written materials, to assist patients in understanding their Medicaid managed care options and empower them to maintain continued access to healthcare.

Through partnerships and close collaboration with an array of community, advocacy and government agencies, the program provides Medicaid recipients a bridge to access the care they need and to which they are entitled. HSS participates in advocacy forums, such as New Yorkers for Affordable Health Care—a statewide coalition of more than 50 organizations representing people with disabilities—and the Center for Independence of the Disabled; it connects to key players such as the New York City and State

Departments of Health, NYS Medicaid CHOICE, United Hospital Fund, and Greater New York Hospital Association, for the most current developments. To serve its public and the HSS community, the Hospital directly communicates this information to relevant groups and committees at HSS, including the Strategic Improvement Team on Access to Care, to ensure that appropriate services and support are enacted in response to healthcare policy changes.

VOICES 60+ Senior Advocacy Program, made possible by support from the Jessie Ball duPont Fund and The Fan Fox & Leslie R. Samuels Foundation, is especially designed to assist HSS patients 60 and older, with arthritis and related conditions to access services and support to improve their quality of life and enhance their medical care experience. The program helps patients to negotiate and understand government programs and the healthcare system—including Social Security, Medicare, and homecare—and assists with emotional and family concerns. VOICES 60+ had 3,165 patient contacts in 2007, representing over a 234% increase since the program's inception two years ago.

Community partnerships with key organizations such as the East Side Council on the Aging and the New York City Department for the Aging extend the program's reach and provide two-way communication of the population's needs to improve access to services for older adults. Participation in neighborhood community outreach events in 2007 included: a Senior Health Fair, sponsored by Assemblyman Jonathan Bing, at which VOICES 60+ and other HSS programs especially targeted for older adults were presented; a Jewish Association for Services for the Aged Volunteer Expo, at which VOICES 60+ presented program information to community agencies serving older adults and people interested in community volunteer opportunities; and a presentation by program staff to seniors at the 92nd Street Y.

VOICES 60+ stays abreast of important information in the field of aging through listservs, teleconferences, and attendance at presentations and conferences, such as the 23rd Annual Mayoral Conference on Alzheimer's Disease held in 2007. In order to meet their goal to improve doctor-patient communication, VOICES 60+ has several postings on the HSS website: "Focusing on Doctor-Patient Communication with Older Adults," a presentation made to the HSS Rheumatology Division, and two patient Tip Sheets, *Talking with Your Doctor* and *Talking with Your Doctor about Falls*. Contact VOICES 60+ by calling **212-774-7072**. Program information is available at: www.hss.edu/voices-program.asp

HELPING PEOPLE WITH LUPUS

HSS is a center for care and support of people with lupus (Systemic lupus erythematosus-SLE), a chronic and life-threatening autoimmune disease that can inflame joints and attack major organs, setting a patient's body on a course of destroying its own healthy tissues, and is a pioneer in lupus research. Nine times out of ten lupus strikes women, who usually develop the disease between the ages of 15 and 45—Asians, African

Americans, and Latina women are two-to-four times more likely to have lupus than Caucasian women. HSS's initiatives to reach people with lupus bring much needed specialized support and education to people who are traditionally underserved.

LupusLine®, begun in 1988, is the only national telephone peer support program offering one-to-one emotional support and information to people with lupus across the country and internationally; the program links people who need the service with trained volunteers who have lupus or are a family member of someone with lupus. Twelve active HSS volunteers bring the peer support from *their* homes into the homes of people with lupus. Several volunteers have worked with the program since it began in 1988, and are still in touch with some of their original clients. In its 19 years, the program has provided support and education through approximately 19,000 client contacts with people from the tri-state area, around the country, and from as far away as, Canada, Europe, the Dominican Republic, and Ecuador.

The program's reputation draws patients referred by diverse rheumatology health professionals from the National Institute of Health to UCLA Medical Center, as well as from community organizations such as Jewish Board of Family and Children's Services, Alliance for Lupus Research, and Rheuminations, Inc. HSS shares the program's expertise through presentations at medical conferences such as the National Scientific Meeting of the American College of Rheumatology Health Professionals (AHRP), where in 2007, HSS presented a Program Evaluation on Lupus Peer Counseling Service.

Hospital for Special Surgery's LupusLine program, made possible through funding by Rheuminations, Inc., serves communities needing this targeted service in cooperation with the S.L.E. Lupus Foundation. To access the HSS telephone peer counseling support and education program, call **866-375-1427** toll free, or log on to **www.hss.edu** for additional information.

Support for Spanish Speakers

Charla de Lupus/Lupus Chat, also made possible through funding by Rheuminations, Inc., is the only national program offering people with lupus and their families peer health education and support in both English and Spanish, bringing services to the underserved Latino and African-American communities. The program's education and support empowers and enhances the quality of life for adults, teens, and children with lupus, and their family members. It accomplishes its mission through specially trained peer health educators who provide culturally relevant education and support. The initiative also targets Spanish media—radio and print—to raise awareness of available services. In 2007, through its varied program, Charla de Lupus had a total of 3,092 patient contacts. The program consists of five elements:

Charla Line: Offers one-to-one contact through the program's national support and education to adults, teens, and children living with lupus—as well as to family members—through its toll-free number.

On-site at community clinics: One-to-one contact is available at various rheumatology clinics in NYC. In addition to working at HSS, the program is on-site at Mount Sinai Medical Center (since 1996), and NY Presbyterian - Columbia Campus (since 1999), where it provides peer education to underserved Latino and African American adults, teens, and children.

Charla Teen and Parent Lupus Chat Groups: Monthly community-based groups conducted in English and Spanish, the only service of this kind offered in the metropolitan area, have been providing support for underserved teens and young adults with lupus for the last seven years; a group for parents with teenage children with lupus is held simultaneously. Meetings, which are offered at Morgan Stanley Children's Hospital of New York-Presbyterian, give teens and young adults with lupus—who often feel isolated and alone because of their illness—the opportunity to meet and support each other through informal discussions, special activities and celebrations, as well as through guest speakers. The groups welcome the participation of close friends and family members which helps newcomers to feel comfortable, and acknowledges the impact lupus exerts on the whole family. An active mailing list of approximately 185 families and interested health professionals in the New York metropolitan area keeps people informed about activities and upcoming events.

Community and Professional Outreach: Brings information to community, educational and faith-based organizations, health fairs and public events, as well as to medical schools and health clinics. This program reaches out to underserved populations and seeks to serve and collaborate with organizations interested in getting involved. Over the past year the program strengthened its collaborations with the S.L.E. Lupus Foundation's Lupus Cooperatives (LCNY), which helps to facilitate cross referrals and maximize resources for people with lupus and their families. LCNY offers professional and community services (assistance with Medicaid, Medicare, SSI, Disability Insurance, Grants and Support Groups) in Spanish and English to inner-city minority women of all ages in Northern Manhattan, Brooklyn and the Bronx. In 2007, the program participated in community-based events sponsored by the Arthritis Foundation New York Chapter (Family Day at Burke Rehabilitation Center and the NYC Arthritis Walk), and the Alliance for Lupus Research's NYC Lupus Walk, and participated in 11 community professional outreach and health fairs at several community organizations, including Brooklyn College, LaGuardia College, Interfaith Center of New York, and the YMCA.

Award-Winning Teen Booklet: *For Inquiring Teens with Lupus: Our Thoughts, Issues & Concerns* is a unique free publication offering first-hand insights by a young woman diagnosed with lupus as a teen, as well as a list of available resources geared to young people. A 2006 re-printing of the original 2003 booklet made possible by Rheuminations, Inc. was generously supported by the Victor B. and Hilda Handal Pediatric Holiday fund and an anonymous donor. In the past four years HSS distributed approximately 10,000 copies of the booklet nationally

and to Canada. The booklet is now available on the HSS website in PDF form in Spanish, English, and Chinese.

To help children and teens with lupus, the program referred families to Camp Sunshine, a non-profit organization in Maine that offers a week away at camp for families affected by various illnesses. Families in New York City attend Camp Sunshine through funding by The S.L.E. Lupus Foundation. One of HSS's Charla peer health educators attends camp during lupus week, and provides support and education to all of the families.

Reaching the Asian-American Community

LANtern® (Lupus Asian Network), launched in 2003, is the only national support and education program for Asian Americans with lupus. Lupus is a complex illness that affects Asian-Americans two-to-three times as often as Caucasians. With a mission to support, empower, and enhance quality of life for Asian-Americans with lupus and their families, LANtern® strives to provide culturally relevant services. As a reflection of its unique identity and services, it obtained legal registration to the program name, LANtern®, as have its sister programs, LupuLine® and Charla de Lupus®. Its SupportLine, a bilingual (Chinese-English) peer health education initiative, is complemented by its Chinese-language educational publications, including the award winning booklet, "What Chinese-Americans and their Families Should Know about Lupus".

LANtern® continues to deepen the relationship with longstanding community partners that include the S.L.E. Lupus Foundation, the Charles B. Wang Community Health Center (CBWCHC), Chinese Community Partnership for Health at New York Downtown Hospital, Hospital For Joint Diseases and Center for the Study of Asian American health (CSAAH) at NYU School of Medicine.

In 2007, the program provided 284 direct contacts with individuals with lupus, their loved ones and health care professionals for lupus information, support, and treatment related needs, in addition to reaching approximately 1,103 through our community and professional presence. Complementing its person-to-person services, the program supplied its distinctive bilingual educational materials throughout the US and Canada, specifically through the Lupus Foundation of Ontario.

Links to the Chinese American community are strengthened by the program's participation in health fairs and conferences organized by CBWCHC, Cancer Information Service of NY, CSAAH, and the Chinese Community Social Services and Health Council. LANtern® is a member of the Council, which is comprised of social service and health care agencies that serve New York's growing Chinese/Asian American community. In 2007, the program became a new member to the Women's Health Advisory Committee of CBWCHC, and participated in CSAAH's first Asian American Leadership Institute training.

The website makes available bilingual materials, “*Talking About Lupus*” and “*Lupus: Myths & Facts*”, as well as both the English and Chinese version of Charla de Lupus’ award-winning teen booklet, “*For Inquiring Teens with Lupus: Our Thoughts, Issues & Concerns*,” which was a collaboration with Hong Kong’s Arthritis & Rheumatism Foundation and Paediatric Rheumatism Association. The program provides relevant web links to lupus information. For more information about LANtern®, call **212-774-2508** or **866-505-2253** toll free. Internet information is available at **www.hss.edu/lantern**

Workshop Supports Families

June 2007 marked the 22nd anniversary of the **SLE Workshop**, one of the country’s oldest support and education groups for people with lupus. Free monthly meetings at HSS for individuals with lupus, their families and friends, provides information from experts—most from HSS faculty—on a variety of lupus-related topics. The workshop connects to other community organizations, from the SLE Lupus Foundation and New York Presbyterian Hospital to government organizations, such as the Office of Equal Employment Opportunity.

Feedback confirms that the workshop helps participants understand their illness, communicate with their doctors, and cope more effectively with the impact of lupus. Monthly flyers, newsletters, and individual contacts connect to more than 1,300, keeping people involved and informed about future meeting. If unable to attend in person, the HSS Web site presents the latest research, treatment developments, workshop summaries (approximately 28 are published online) and patients’ accounts of how they cope with the challenge of lupus. Visit **www.hss.SLEWorkshop** for more information.

CARING FOR CHILDREN AND FAMILIES

HSS treats many chronically ill children through its Department of Pediatrics and clinics in Pediatric Lupus, Pediatric Orthopedics, and Juvenile Rheumatoid Arthritis. The Hospital is an established leader in the treatment of cerebral palsy, osteogenesis imperfecta (brittle bone disease), familial dysautonomia (a rare genetic disease that results in serious bone and growth problems), spina bifida, congenital dislocation of the hip, club foot, scoliosis, and acute fractures. HSS’s **Pediatric Social Work/Case Management Services** brings the services of a pediatric social worker to assist children and families to coordinate patient care, providing families with help and information. Through the **Child Life Program**, the Hospital eases children’s fears and creates a family-friendly supportive setting through recreational activities for young patients, siblings and family members, one-to-one bedside activities for hospitalized children, outings to cultural and sports events, and holiday parties. To help give young patients and their families a way to express their experiences, HSS publishes **SPECIAL KIDS**, a newsletter comprised solely of articles, drawings, and poems by pediatric patients who receive treatment at HSS. An ongoing relationship with the Starlight/Starbright Foundation grants the wishes of many pediatric patients for computers, trips, and meetings with celebrities that otherwise would be unattainable. Contact the coordinator at **montuoril@hss.edu**, or call **212-606-1031**.

HSS Screens Children in Underserved Communities

Hospital for Special Surgery's **Pediatric Outreach Program (POP)** screens public school children in some of New York City's poorest neighborhoods for musculoskeletal and primary health needs. The free program, the first of its kind, sends highly trained orthopedic teams from HSS into schools and day care centers in Harlem, the Bronx, the Lower East Side, and Chinatown and screens hundreds of children yearly for scoliosis, leg length discrepancies, juvenile rheumatoid arthritis, intoeing and out-toeing, and other musculoskeletal problems. School-based screenings also occurred monthly through continued cooperation with the New York City Department of Health (NYCDOH), since NYCDOH nurses and physicians staff New York City schools where screenings are conducted. Networking efforts with New York University College of Dentistry, Mount Sinai Medical Center, and NYPH provide for these institutions to receive POP referrals as well. In 2007, POP expanded to two new schools and screened 519 children bringing the total number examined for musculoskeletal disease and injuries since the program's inception in 1987 to more than 22,000. Primary health care issues, particularly suspected child abuse and parental neglect, are of paramount concern for screening teams, and POP's child abuse protocol is followed during screening to effectively handle suspected cases.

The program also educates children and adults about bone, muscle, and joint health. POP bilingual pediatric education staff coordinate the logistics of each screening, manage the care of children referred for orthopedic and rheumatological follow-up care and medical needs, and continue to foster relationships in Spanish- and Chinese-speaking communities in New York City to bring the screening services to those who need it most. POP continued its strong collaboration with the Charles B. Wang Community Health Center (CBWCHC), located in the heart of New York City's Chinatown to meet the growing community need. Philanthropic support ensures the program's services into the future, and in 2007 the Oceanic Heritage Foundation recognized the program's community impact with a major five-year grant.

Recognizing that obesity is an epidemic in New York City—more than 40 percent of Head Start children are overweight or obese—POP, in collaboration with Special Surgery's Department of Public and Patient Education, began providing bilingual nutrition education to those schools that have children identified as high-risk for obesity, to POP-participating schools, and throughout HSS pediatric departments. The Hospital's innovative *Super Nutrition Education for All Kids to Eat Right (SNEAKER®)* brings life lessons on nutrition and exercise to children reaching young people through child-centered and culturally relevant activities. Through SNEAKER®, children learn how to increase calcium input, and switch from sugary to fiber-rich foods and snacks. For more information about POP, contact the Education Division at **212-606-1057**, or go to **www.hss.edu**

Pediatric Health Care Coalition Resource Manual

Concern for the City's children involves the Hospital in the **Pediatric Health Care Coalition**, a consortium of health care and service professionals from a wide variety of institutions that serve New York City's children and adolescents. The Coalition advocates for pediatric health, improved health care access, and is an educational source for professionals and the public. It also serves as a medical referral network for its members. The Coalition comprises 33 members representing 27 organizations.

In 2006, the organization published the 13th edition of the *Pediatric Health Care Coalition Manual*, a resource guide that includes information on New York City hospitals, insurance programs, foundations, and programs that provide free- and low-cost health care for children. The manual is widely distributed to Coalition members, their networks, and the public, along with NYC public schools in Manhattan and the Bronx. The information is also available at www.hss.edu

IMPROVING HEALTH AMONG OLDER ADULTS

Education Programs

HSS's Public and Patient Education Department offers lectures, workshops and information specifically tailored to the concerns of older adults. For example, Special Surgery hosted the 13th National Annual Senior Health and Fitness Day providing lectures and information on aging, nutrition, preventing osteoporosis, along with exercise classes. Together with the New York State Office for the Aging, the Department worked to raise public awareness of osteoporosis prevention and treatment among people 60 years and over. As a member of the East Side Council on the Aging (ESCOTA), the Department works with other organizations, such as New York-Presbyterian Hospital's HealthOutreach program, to connect to older New Yorkers. A speaker's bureau brings experts to locations around the City to present programs on pain management, diet and exercise, osteoporosis, arthritis, and advancements in surgical techniques. To learn more about programs, such as the annual *National Senior Health and Fitness Day*, go to www.hss.edu, or call the Education Division at **212-606-1057**.

Greenberg Academy for Successful Aging

As the population ages, the impact of musculoskeletal diseases increases dramatically; Special Surgery has long focused on the needs of older people and on strategies to maintain musculoskeletal health and mobility in older persons.

In July 2001, HSS's Education Division and New York-Presbyterian Hospital's (NYPH) Irving Sherwood Wright Center on Aging launched a wide-ranging collaborative project to provide health education information to the older adult community (age 65 and over) to help improve their physical and mental well being. This joint effort, named the **Greenberg Academy for Successful Aging**, offers health education programs and exercise classes for older adults. To help older people maintain or improve their activity

level, the Academy offered two arthritis intervention programs—People with Arthritis Can Exercise (PACE) and Spanish Arthritis Self-Help Course (ASHC), funded by a grant from the NYSDOH, were made available. Underscoring the importance of community-based arthritis programming, in 2007 the New York State Department of Health awarded Greenberg Academy a grant to continue and expand its outreach to older New Yorkers. The Wright Center is located at 1484 First Avenue between 77th and 78th Streets in Manhattan. For further information click on www.hss.edu, or call the Education Division at **212-606-1057**.

REACHING PEOPLE WITH CHRONIC MUSCULOSKELETAL CONDITIONS

Support for People with Rheumatoid Arthritis

To help patients with chronic illness and their families, the Hospital presents joint lectures and courses with the Arthritis Foundation-New York Chapter. The Division of Patient Care and Quality Management, in collaboration with the Division of Rheumatology, presents a free monthly education and support program for HSS patients with severe Rheumatoid Arthritis (RA) called *Living with RA*, which is unique in the New York metropolitan area. The program, which will soon mark a decade of service, features RA-related lectures presented by professionals from many disciplines followed by a support group, which is co-facilitated by a licensed social worker and a Nurse Manager in Rheumatology, allowing participants to share experiences about coping with this illness.

To reach the broader community, HSS presents bi-annual RA-related lectures that both convey information and receive valuable feedback from attendees through written evaluations after each session. In addition, bi-annual patient focus groups bring out psychosocial and educational issues of concern that inform future programs. To reach people with RA who are unable to attend but whom are interested in the information provided by the program, summaries of lectures are posted on rheumatology.hss.edu. For additional information, call **212-774-2539**.

Pilot Project Focuses on Early Interventions for Rheumatoid Arthritis

A new 2007 initiative, the *Early RA Workshop*, is a pilot project offered through the **Gosden Robinson Early Arthritis Center (GREAC)**, in collaboration with the Division of Patient Care and Quality Management and Public and Patient Education Department. This free workshop series, which emerged from a multi-level needs assessment involving patients and the larger community, focuses on early intervention for people with newly diagnosed RA by providing essential RA-related peer support and education. The program, the only one of its kind in the greater New York metropolitan area, builds on the existing *Living with RA* model for people with severe, long-standing RA, but features lectures and discussions especially relevant to people coping with issues around early and/or new diagnosis of RA. Lectures, presented by healthcare professionals, are followed by a support group discussion, co-facilitated by a licensed social worker and Rheumatology RN.

The Gosden Robinson Early Arthritis Center is also committed to educating the public about the benefit and importance of early diagnosis and treatment of early inflammatory arthritis. The Center, in collaboration with the Education Division, and the Arthritis-Foundation- New York Chapter, presents annual lectures to help people recognize the symptoms of inflammatory arthritis, and learn about appropriate diagnosis and care. Information dissemination expands HSS community, and the Hospital is committed to sharing data and information about these programs to professionals at meetings such as the Annual American College of Rheumatology Scientific Conferences. For people unable to attend workshops, summaries of lectures are posted on www.hss.edu, and written materials are mailed out upon request. Information about these programs is made available on the GREAC website, stoparthritis.hss.edu, the Arthritis Foundation- NY Chapter's quarterly newsletters and web site, and through local community centers and hospitals. Together, the *Living with RA* and *Early RA Workshop* programs reach more than 700 direct patient contacts annually. For more information, call **212-774-7378**.

Assistance for People with Scleroderma

Scleroderma is a chronic autoimmune disease of the connective tissue generally classified as one of the rheumatic diseases affecting an estimated 300,000 persons in the U.S., approximately four times more women than men develop the disease. A joint effort between HSS and the Scleroderma Foundation/Tri-State Chapter offers a monthly New York City **Scleroderma Support Group** for people coping with this long-term painful condition. In 2007, HSS and the Tri-State Scleroderma Foundation organized two key meetings—one a forum on research and the other on patient education—so that people diagnosed with scleroderma had an opportunity to learn about the latest developments in the understanding and treatment of this condition. Evaluations from the 173 attendees provide important input to the development of future programs for this community. To learn more, access www.hss.edu or, call the Education Division at **212-606-1057**.

Myositis Support Group

The Hospital's Division of Patient Care and Quality Management and the Rheumatology Division offer the only support group in the New York metropolitan area for people with myositis, a rare chronic disease causing profound muscle weakness. The **Myositis Support and Education Group**—creating a community for those affected by this rare illness—helps patients cope with the disease, reduces isolation, and increases understanding of the inflammatory myopathies (polymyositis, dermatomyositis, and inclusion body myositis). Now in its tenth year, the group, which welcomes family and friends, meets monthly for guest lectures by medical professionals and informal discussions facilitated by a social worker. HSS works collaboratively with The Myositis Association (TMA), a nationally recognized non-profit organization providing education and research funding. The Myositis Association offers KIT (Keep In Touch) groups as a support service, which are organized by geographic area and led by members. The TMA KIT representative for the New York area is an active HSS group member and connects KIT members to HSS' Myositis Support Group for the support it offers. In addition, the

representative and other attendees at TMA's national meeting for patients present a summary of the meeting each year to HSS group members.

Though attendance remains strong at the monthly meetings, a wider audience is reached in the Greater New York metropolitan and tri-state area through the mailing of newsletters, summarizing the monthly meeting, and through the Internet, connecting people who cannot attend to others with myositis. In 2007, the program recorded approximately 1,300 contacts through its varied outreach strategies.

Meeting summaries posted on www.hss.edu/myositis, and cross-listings as a support service on the websites of Invisible Disabilities Advocate (IDA) the Arthritis Foundation, and The Myositis Association extend the program's reach to the affected community. HSS has also developed a 156-page training manual for facilitators interested in developing a similar support group. For further information, call **212-774-7623**.

Holistic Approach to Treating Skeletal Dysplasias

The **Kathryn O. & Alan C. Greenberg Center for Skeletal Dysplasias** ("The **Greenberg Center**") at Hospital for Special Surgery is dedicated to the comprehensive medical care of individuals with skeletal dysplasias. Skeletal dysplasias, actually a group of more than 300 genetic disorders, are characterized by differences in size and shape of the limbs, trunk, and/or skull that often affect stature. People with skeletal dysplasias can also have associated orthopedic problems including joint dislocation and pain, scoliosis, and early onset arthritis.

The Greenberg Center, the first of its kind in New York City, brings together an interdisciplinary team committed to improving the quality of life for people with skeletal dysplasias through clinical care, research, education and patient advocacy. The Greenberg Center treats patients from all life stages (infancy through geriatrics) with a holistic approach rather than just focusing on one symptom or part of the body. A team of specialists that includes an orthopedic surgeon, medical geneticist, genetic counselor, nutritionist, physical therapist and social worker works with all Greenberg Center patients. In conjunction with the patient and family, the team develops an integrated plan that addresses medical, physical and psychosocial needs. A unique staff-developed Mentoring Program for teenagers prepares high-school aged youth for independent adulthood through HSS internships that help the patient gain work experience, and assists young people through the college application process. To contact the Greenberg Center, call **212-774-7332**.

PREVENTING AND REDUCING OSTEOPOROSIS

Public Education for All Ages

As a pediatric disease that manifests itself in old age, osteoporosis is a public health concern for all age groups. In 2004, New York State Department of Health once again recognized HSS's expertise and renewed a grant for another five-year period to

implement the **New York State Osteoporosis Prevention and Education Program (NYSOPEP)**, launched in 1997 to reduce the incidence of osteoporosis. HSS serves as the NYSOPEP regional resource center for the greater metropolitan area to develop, implement, and evaluate innovative osteoporosis educational and research initiatives.

Now in its second year, a valuable HSS-NYSOPEP Osteoporosis Support Group meets monthly at the Hospital, enabling the public participating to learn from HSS healthcare professionals about nutrition, prevention, drugs, treatment options, exercise and psychosocial support. In 2007, HSS-NYSOPEP developed and disseminated statewide the public education brochure, *Strong Bones for Life*. To meet the needs of the Spanish-speaking community, the program produced and disseminated statewide a Spanish-language version. Additionally, HSS NYSOPEP collaborated with many institutions such as the Charles B. Wang Community Health Center (CBWCHC), New York City Public Schools, New York Public Library system, the National Osteoporosis Foundation, and the Girl Scout Council of Greater New York to reach the public, particularly women. Information about osteoporosis programs as well as Fact Sheets in English, Spanish, and Chinese are available on www.hss.edu or by calling the Education Division at **212.606.1057**.

Leading the Way in Osteoporosis Prevention and Treatment

The **Osteoporosis Prevention Center (OPC)**, the first of its kind in the nation, brings together HSS expertise on three fronts: research, treatment and prevention. As a leader in the field, the OPC has been recognized by Congress as a model for other organizations, and, as the only center in New York City that is part of NYSOPEP, it strengthens the State's effort to combat and reduce the incidence of osteoporosis among New Yorkers. Located within the HSS Integrative Care Center on 635 Madison Avenue, between 59th and 60th Street in Manhattan, the OPC's multidisciplinary approach to treatment and prevention involves a team of HSS physicians, nurse clinicians, and radiographic technologists—experts in the field of metabolic bone disorders—that works together to ensure that each patient receives highly individualized, comprehensive care. OPC actively engages with the public through its Community Outreach Initiative, and participates in the national Osteoporosis Awareness & Prevention Month through free public lectures on such topics as Bone Health and Calcium, Medical Management of Osteoporosis, and Fracture Prevention through Exercise. For more information, call **212-224-7935**, or visit www.hss.edu.

Healthy Habits for Young People

HSS, in concert with its partners and New York State, originated a number of initiatives to combat osteoporosis aimed at different age groups, particularly children and adolescents through New York City public schools, community centers, and with the Girl Scout Council of Greater New York. One of these, **Super Nutrition Education for All Kids to Eat Right**—abbreviated SNEAKER©—aims to prevent osteoporosis and encourage good health by improving calcium consumption and exercise habits in grade school children. (SNEAKER© is a program sponsored by the Indirect Vitamins

Purchasers Antitrust Litigation Settlement administered by the New York State Attorney General.) In 2007, using the strong platform established by the HSS POP initiative with the New York public schools, SNEAKER© reached an increased number of educators and school children. In 2007, HSS continued to collaborate with the Girl Scout Council of Greater New York to improve young girls' nutrition education through the program's activities, which reached more than 200 scouts.

The SNEAKER© Project website, launched in 2006 in recognition of National Nutrition Month®, expanded the program's reach and involves the public in interactive activities, including submitting their own healthy recipes to be considered for inclusion in upcoming cookbook editions. The SNEAKER© Cookbook, published in English and Spanish, was developed from student submissions and features recipes that include fiber, whole grains, calcium, low sugar and healthy portions. Its healthy and satisfying recipes continued to inspire young people and their families to cook and eat right. Information is available by calling the Education Division at **212-606-1057**.

Further information about the HSS programs and services described can be obtained by contacting Deborah M. Sale, Executive Vice President, External Affairs, Hospital for Special Surgery, 535 East 70th Street, New York, NY 10021, 212-606-1321.
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Corporate Structure

HSS is an independent 162-bed specialty hospital, a tax-exempt organization under Section 501 (c)(3) of the Internal Revenue Code, which is governed by a Board of Trustees. In addition to Hospital for Special Surgery, there are five organizations that exist to support the mission of the Hospital. Each entity has its own table of organization, by-laws, and financial statements.

Revised Policy Expands Financial Assistance

In 2006, Special Surgery announced a revised charity care policy in order to broaden assistance to patients, regardless of their ability to pay. The institution's Board of Trustees approved the revised policy to provide financial aid to patients based on their income, assets, and need, which went into effect at the end of 2006.

The new policy liberalized the guidelines used to determine a patient's eligibility for financial assistance, which is determined regardless of race, color, creed, sexual orientation or ethnic origin. Financial assistance is to be provided to patients who have little or no insurance coverage, and are unable to pay for their hospital services. HSS uses poverty guidelines issued by the U.S. Department of Health and Human Services to determine eligibility. Financial assistance is provided when a patient's gross family income is less than 400 percent of the Federal Poverty guidelines adjusted for family size. Applications for financial assistance are administered on an individual basis, taking into consideration each patient's special circumstances and needs.

Special Surgery distributed a summary of the new policy throughout its clinics and offices, sent email notices to all staff, and prominently displayed fliers at all registration desks and public spaces. In addition, notification of the policy appears on all patient bills. The Financial Assistance office works with patients and families who request help. To contact, call **212-606-1505**.