



Strategic Plan 2020-2022

DATE OF PREPARATION: 6 MAY 2020





Asia Pacific Fragility Fracture Alliance (APFFA)

Formed on 29 November 2018, the Asia Pacific Fragility Fracture Alliance (APFFA) comprises seven global and regional member organisations from the geriatrics, orthopaedics, osteoporosis and rehabilitation sectors. The primary purpose is to drive policy change, improve awareness and change political and professional mindsets to facilitate optimal fracture management across Asia Pacific.

Member organisations



Asian Federation
of Osteoporosis
Societies (AFOS)

JOINT STEERING
COMMITTEE MEMBER

Prof. Leilani Asia
Dr Ang Seng Bin



Asia-Oceanian
Society of Physical
and Rehabilitation
Medicine (AOSPRM)

JOINT STEERING
COMMITTEE MEMBER

Prof. Wen-Shiang Chen
Dr Sukajan Pongprapai



Asia Pacific
Geriatric Medicine
Network (APGMN)

JOINT STEERING
COMMITTEE MEMBER

Dr Edward Leung
Prof. Leon Flicker



Asia Pacific
Orthopaedic
Association (APOA)

JOINT STEERING
COMMITTEE MEMBER

Dr C Sankara Kumar
Chandrasekaran
Prof. David Choon



Fragility Fracture
Network (FFN)

JOINT STEERING
COMMITTEE MEMBER

Prof. Jacqui Close
Dr Hannah Seymour



International
Osteoporosis
Foundation (IOF)

JOINT STEERING
COMMITTEE MEMBER

Dr Philippe Halbout
Prof. Cyrus Cooper



International
Society for Clinical
Densitometry (ISCD)

JOINT STEERING
COMMITTEE MEMBER

Prof. Robert Blank
Dr Yanling Zhao

Co-chairs

Dato' Dr Joon Kiong Lee and Professor Ding-Cheng (Derrick) Chan

Sponsor

Amgen Asia is currently the sole corporate sponsor and a "non-voting" industry representative on the Steering Committee.



TABLE OF CONTENTS

APFFA Strategic Plan at a Glance 2020–2022	2
The challenge – the urgent need to improve the care of people with fractures	3
The solution – systematic, multidisciplinary approaches to fracture care and prevention	4
About us.....	5
Our working groups and priority initiatives.....	7
Communications plan	14
Securing sustainable funding	18
Measuring our success.....	19
References	20

APFFA Strategic Plan at a Glance | 2020–2022

VISION	Effective care, fewer fractures and better outcomes for people in Asia Pacific					
MISSION	To promote multidisciplinary collaboration and policy change to drive best practice in the acute care, rehabilitation and secondary prevention of fragility fractures					
WORKING GROUPS	HIP FRACTURE REGISTRY WORKING GROUP		EDUCATION WORKING GROUP		EVIDENCE GENERATION WORKING GROUP	
REMIT	Support implementation of hip fracture registries across Asia Pacific		Develop and curate resources that support the mission and vision of APFFA		Address current knowledge gaps with Real World Experience data	
INITIATIVES	<ul style="list-style-type: none">Hip Fracture Registry ToolboxReport on the mortality and outcomes of hip fracture across the regionFeasibility study: establishment of hip fracture registries in specific countries		<ul style="list-style-type: none">Content AuditEducation DirectoryNew ContentConference Presentations		Three research topics: <ul style="list-style-type: none">Hip fracture chart reviewGlobal burden of hip fracture studyChanging patterns of osteoporosis therapy within Asia Pacific	
	<p>Communications plan</p> <ul style="list-style-type: none">WebsiteMedical media press releasesProfessional social media and regular content development					
OBJECTIVES	In order to support implementation of hip fracture registries across Asia Pacific, The Hip Fracture Registry Working Group aims to: <ul style="list-style-type: none">provide practical tools and resources which outline key steps in setting up and rolling out a national hip fracture registryraise awareness of the problems relating outcomes of hip fracture across the regionadvocate for national professional organisations to collaborate to establish national quality improvement initiatives, and lobby governments for policy change and funding.		In order to maximise awareness of systematic approaches to fracture care and prevention in Asia Pacific, the Education Working Group will: <ul style="list-style-type: none">identify specific audiences of healthcare professionals and interested lay constituencies relating to the pillars of APFFAdefine educational outcomes for each audienceidentify existing resources from member organisations and highlight any gapscreate new resources to fill the gapsdevelop an approach to distribute the educational content, including use of conference presentations.		In order to address current knowledge gaps, the Evidence Generation Working Group aims to: <ul style="list-style-type: none">identify evidence gaps relating to the vision and mission of APFFAdesign research collaborations with partners to use real world datashare the new understanding through publication and other knowledge-sharing activitiesidentify and promote any findings which must be practice-changing in order to improve patient outcomes.	
	Communication plan objective: To position APFFA as an influential body supporting HCPs & policy makers to deliver					
TIMELINE	2020			2021		2022
HIP FRACTURE REGISTRY WORKING GROUP	<ul style="list-style-type: none">Hip Fracture Registry ToolboxIncidence of hip fracture in the Asia Pacific RegionMortality and outcomes from hip fracture in the Asia Pacific region			Feasibility study		
EDUCATION WORKING GROUP	Content Audit	Education Directory: create	Education Directory: review, update and manage			
		New Content: PCP Education Toolkit	New Content: MDT, FLS video series	New Content: PCP FLS, Rehabilitation Education (TBC)	New Content as needed	
		Conference Presentations				
EVIDENCE GENERATION WORKING GROUP	Hip fracture chart review		Global burden of hip fracture study Changing patterns of osteoporosis therapy within Asia Pacific			
COMMUNICATIONS	Communications plan	<ul style="list-style-type: none">WebsiteMedical media press releasesProfessional social media and regular content development				

THE CHALLENGE – THE URGENT NEED TO IMPROVE THE CARE OF PEOPLE WITH FRACTURES

With the ageing population, those at risk of osteoporosis and fractures will dramatically increase.¹ By 2050, 4.5 to 6.3 million hip fractures are predicted to occur worldwide, and over half of these are expected to occur in the Asia Pacific region.¹ The incidence of hip fractures in Asia is expected to more than double between 2018 and 2050.¹

Fractures are costly to the individual and to society. Fractures in older adults are associated with limitations in mobility, chronic pain, dependency, and an increased risk of death.^{2,3} In 2018, the estimated cost of hip fractures in Asia Pacific was USD 7.5 billion, and by 2050, projections suggest this will rise to USD 13 billion.¹

The Global Call to Action highlighted the urgent need to improve:⁴

- Acute multidisciplinary care for the person who suffers a hip, vertebral and other major fragility fractures.
- Rapid secondary prevention after first occurrence of all fragility fractures, including those in younger people, to prevent future fractures.
- Ongoing post-acute care of people whose ability to function is impaired by hip or other major fragility fractures.



It was generally agreed that despite enormous efforts of individual organisations in recent years, aiming to improve the awareness of the problem and the management of people with fragility fractures, insufficient improvement has been achieved.

Dreinhöfer et al. 2018⁴
from the preface to the
Global Call to Action on
fragility fractures.



THE SOLUTION – SYSTEMATIC, MULTIDISCIPLINARY APPROACHES TO FRACTURE CARE AND PREVENTION

A growing body of evidence from many countries shows that systematic, multidisciplinary approaches to fracture care and prevention can improve outcomes and reduce healthcare costs.^{4,5}

In people with hip fracture, the joint care model between geriatrician and orthopaedic surgeon on a dedicated orthogeriatric ward has been shown to reduce time to surgery, shorten length of inpatient stay and reduce the one-year mortality rate.⁶ The risk of future fractures can be reduced by up to 30 to 40% if the underlying causes of osteoporosis and falls risk are managed by a fracture liaison service (FLS).⁷ The purpose of a FLS is to ensure that all patients aged 50 years or above who present with fracture undergo a risk assessment and receive appropriate treatment and follow-up.⁸



ABOUT US

Asia Pacific Fragility Fracture Alliance (APFFA) is a collaborative forum for Asia Pacific regional organisations and global organisations that focus on osteoporosis and fractures. The primary purpose is to drive policy change, improve awareness and change political and professional mindsets to facilitate optimal fracture prevention and management across Asia Pacific.



Formed on 29 November 2018, APFFA comprises seven global and regional member organisations, 16 Joint Steering Committee members, two non-voting representatives from Amgen plus a Project Manager (non-voting). The current Co-chairs are Dato' Dr Joon Kiong Lee and Prof. Ding-Cheng (Derrick) Chan.

Member organisations

- Asian Federation of Osteoporosis Societies
- Asia-Pacific Orthopaedic Association
- Asia-Oceanian Society of Physical and Rehabilitation Medicine
- Fragility Fracture Network
- Asia Pacific Geriatric Medicine Network
- International Osteoporosis Foundation
- International Society for Clinical Densitometry

Sponsor

Amgen Asia is currently the sole corporate sponsor and a “non-voting” industry representative on the Steering Committee.

Geographic focus

APFFA appreciates the breadth of constituent countries in its member organisations; however, for pragmatic reasons, APFFA will focus its attention on the following countries and regions: Australia, China, Chinese Taipei, Hong Kong SAR, India, Indonesia, Japan, Malaysia, Nepal, New Zealand, Philippines, Singapore, South Korea, Sri Lanka, Thailand and Vietnam.



Our vision

Effective care, fewer fractures and better outcomes for people in Asia Pacific.

Our mission

To promote multidisciplinary collaboration and policy change to drive best practice in the acute care, rehabilitation and secondary prevention of fragility fractures.

Three focus areas

Aligned with the Global Call to Action,⁴ APFFA has three areas of focus built on a foundation of multidisciplinary collaboration.

Best practice management of osteoporosis and prevention of fractures

ACUTE CARE



The surgical and medical care provided to a person hospitalised with a hip fracture, a painful fracture of the spine and other major fractures

REHABILITATION



Rehabilitation of people whose ability to function is impaired by hip fractures and other major fractures, to restore their mobility and independence

SECONDARY PREVENTION




Prevention of second and subsequent fractures for people who have sustained their first fracture

Multidisciplinary collaboration When professionals from a range of disciplines work together to deliver comprehensive care that addresses as many of the patient's needs as possible

OUR WORKING GROUPS AND PRIORITY INITIATIVES

Three working groups will deliver APFFA's priority initiatives.

 HIP FRACTURE REGISTRY WORKING GROUP	 EDUCATION WORKING GROUP	 EVIDENCE GENERATION WORKING GROUP
Co-chairs: Prof. Jacqui Close Dr Hannah Seymour	Co-chairs: Prof. Rob Blank Prof. Leilani Asis	Co-chairs: Dato' Dr Joon-Kiong Lee Prof. Ding-Cheng (Derrick) Chan
Support implementation of hip fracture registries across Asia Pacific	Develop and curate resources that support the mission and vision of APFFA	Address current knowledge gaps with Real World Experience data



HIP FRACTURE REGISTRY WORKING GROUP

Co-chairs: Prof. Jacqui Close, Dr Hannah Seymour

Support implementation of hip fracture registries across Asia Pacific

In order to support implementation of hip fracture registries across Asia Pacific, The Hip Fracture Registry Working Group aims to:

- provide practical tools and resources that outline key steps in setting up and rolling out a national hip fracture registry
- raise awareness of the problems relating to outcomes of hip fracture across the region
- advocate for national professional organisations to collaborate to establish national quality improvement initiatives, and lobby governments for policy change and funding.

A major initiative of The Hip Fracture Registry Working Group will be the ***Hip Fracture Registry Toolbox***.

Fracture registries provide a mechanism to benchmark care against national clinical standards and have been associated with significant improvements in processes of care and patient outcomes. However, a range of barriers exist to the successful implementation and the Hip Fracture Registry (HFR) Toolbox will outline key steps in setting up and rolling out a national hip fracture registry.

A proactive communication strategy will be developed to disseminate the HFR Toolbox widely. APFFA member organisations will play a leading role in this effort through dissemination to their respective memberships. Further, the APFFA Education Working Group will include the HFR Toolbox in their education and communication activities.

Hip Fracture Registry Toolbox Contents			
Epidemiology of hip fracture by country	Clinical practice guidelines and associated clinical/quality standards	Practical tools <ul style="list-style-type: none"> • Generic facility-level audit • Minimum data set • Initial audit tool • Model patient pathways • Job description templates 	
Summaries of existing national hip fracture registries	Business plan templates	Communication tools and initiatives <ul style="list-style-type: none"> • Stakeholder mapping • Websites • Newsletters and social media • “Hip festivals” • Political engagement 	
Orthogeriatric model of care and experience in Asia Pacific	Governance and ethics resources	Bibliography	Links to other useful web-based resources

The Hip Fracture Registry Working Group will also generate a ***Report on mortality and outcomes from hip fracture in the Asia Pacific region***.

Despite increased dependency, morbidity and mortality following fractures, there is a lack of recognition of the importance of osteoporosis, with very few Asian countries making osteoporosis one of their national health priorities.⁹

A report or publication which frames the mortality impact and outcomes of hip fractures in Asia Pacific will be an important step in raising awareness of the problem facing the region. Research undertaken to develop the Hip Fracture Registry Toolbox will support simultaneous drafting of the proposed report/publication.

The publication itself will be an invaluable opportunity to communicate the formation and goals of APFFA itself. This will be factored into the overall publication and communications plan for APFFA.

A further major initiative of the Hip Fracture Registry Working Group will be a ***feasibility study on the establishment of hip fracture registries in specific countries***.

Experience from Australia and the UK indicate that the costs of establishing a national hip fracture registry are substantial. To scope the costs and practicalities of establishing new hip fracture registries in specific countries in the Asia Pacific region requires a comprehensive feasibility study to be undertaken.



Hip fracture is not only a personal medical issue, but it affects the family, the whole community and by extension the whole nation.

Cheung et al.
AFOS study, 2018¹



EDUCATION WORKING GROUP

Co-chairs: Prof. Rob Blank, Prof. Leilani Asis

Develop and curate resources that support the mission and vision of APFFA

In order to maximise awareness of systematic approaches to fracture care and prevention in Asia Pacific, the Education Working Group will:

- identify specific audiences of healthcare professionals (HCPs) relating to the pillars of APFFA
- define educational outcomes for each audience
- identify existing resources from member organisations and highlight any gaps
- create new resources to fill the gaps
- develop an approach to distribute the educational content, including use of conference presentations.

The content strategy for the Education Working Group is to connect target audiences with practical and high quality materials that are relevant to their educational needs which:

- promote best practice in acute care, rehabilitation and secondary prevention
- encourage the practice of multidisciplinary collaboration
- facilitate implementation of FLS in their hospital.

The Education Working Group will conduct a **Content Audit**.

Member organisations of APFFA, as well as other parties, have created excellent materials which aim to educate different audiences on topics relating to best practice in the management and prevention of fracture. The challenge of so many materials in different places is that a reader may not know where to start, or where to find answers to a specific issue relating to them. The Education Working Group wants to solve this problem through knowledge-sharing, aiming to address unmet educational needs, aligned with the mission and vision of APFFA.

The first step is to conduct a Content Audit. This is a review of current materials based on defined parameters of audience, outcome and message.



Identify specific audiences relating to the three pillars of APFFA



Define educational outcomes and key messages for each audience based on an understanding of educational needs



Identify existing resources available from member organisations and other providers

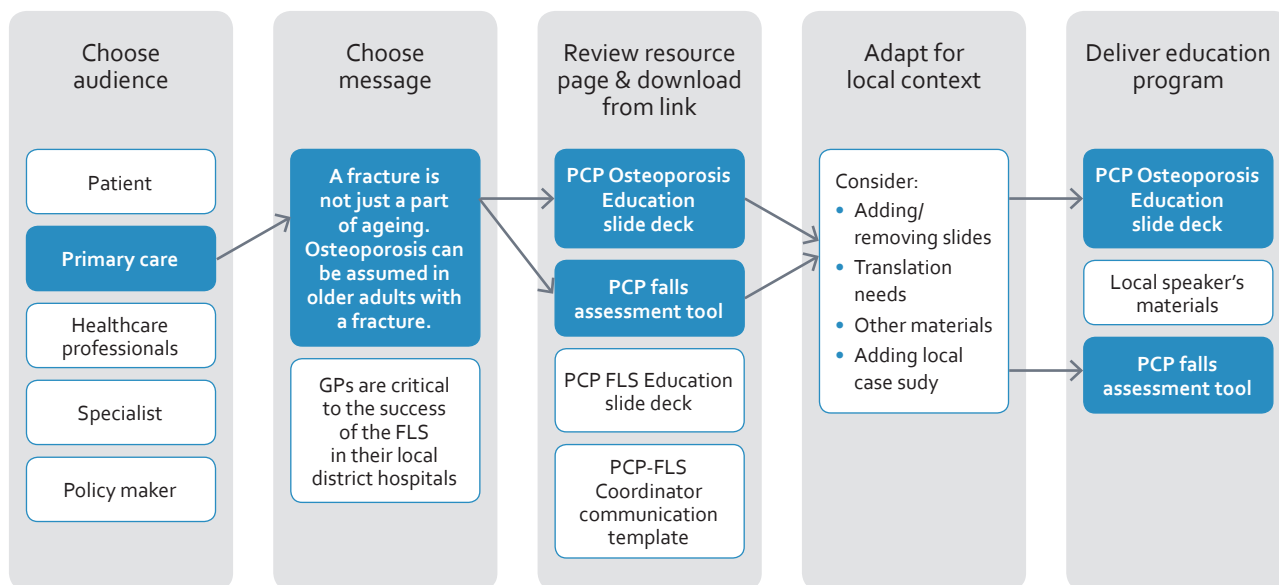


Conduct an audit to map the resources to the educational needs and identify gaps

As a result of the Content Audit, an **Education Directory** will be generated.

Rather than creating duplicate materials, the Education Working Group will focus on curating high quality, relevant educational materials which are already published by others.

The Education Directory will be an interactive tool, which the user can use to search for, locate and download educational material that meets their needs. The user will use the Directory to filter by audience type and/or key message, and then will be directed to where they can download the material.



As the other APFFA Working Groups generate content, for example the HFR Toolbox, then these will also be listed in the Education Directory.

The Education Directory will be accessible from the APFFA website.

New Content will be created based on priority needs.

The Content Audit will identify where there are gaps that need to be filled in terms of delivering key messages to the different audience types. In early work, the Education Working Group has identified a gap in terms of educational materials focused on primary care providers and their role in secondary fracture prevention.

The new content in this first phase will focus on creation of a Primary Care Education Toolkit. A range of material types will be created, with expertise from the wider APFFA membership, to allow users to drive awareness of the APFFA messages to primary care physicians.

Patient booklet	GP osteoporosis education slide deck
Falls assessment questionnaire	APFFA Fracture burden & CtA slide deck

Further new content suggestions include:

APFFA FLS interview series	GP FLS Education toolkit
Prospectus on FLS for policymakers/health administrators	APFFA Rehabilitation Education toolkit

Conference Presentations at regional and international congresses are an important communication channel to raise awareness of APFFA.

The specialist physicians amongst our target audience – orthopaedic surgeons, endocrinologists, geriatricians, rheumatologists, osteoporosis specialists and rehabilitation physicians – will often attend scientific conferences in the region, or globally. For them it is an important way to get up-to-date on the latest evidence and clinical opinions in their speciality. They are present in a mindset to learn, network and to look for ways to take what they have heard, back to their clinical practice.

APFFA Education Working Group aims to secure a presentation at key regional and global conferences of relevance to the APFFA target audiences. These include:

APGMN Congress	APLAR Congress	Asia-Oceanian Conference of Physical & Rehabilitation Medicine
APOA Congress	FFN Asia Pacific Regional Expert Meeting	FFN Global Congress
IOF Regional Asia Pacific Osteoporosis Conference	ISCD Annual Meeting	WCO-IOF-ESCEO

Each presentation will aim to present some new data or literature-based analysis of interest to the target audience. In addition, a summary of APFFA, its vision, mission and activities will be included. An important take-away for the audience will be asking them to share our passion, and to take on the APFFA mission in their country through national societies. Links to resources will be provided.





EVIDENCE GENERATION WORKING GROUP

Co-chairs: Dato' Dr Joon Kiong Lee, Prof. Ding-Cheng (Derrick) Chan
Address current knowledge gaps with
Real World Experience

In order to address current knowledge gaps, the Evidence Generation Working Group aims to:

- identify evidence gaps relating to the vision and mission of APFFA
- design research collaborations with partners to use real-world data (RWD)
- share the new understanding through publication and other knowledge-sharing activities
- identify and promote any findings that would be considered practice-changing to improve patient outcomes.

Observational research is important to capture patterns and the real-world experience of patients with fractures.

The increasing accessibility of digital health data and the recognised limitations of traditional trials, has renewed the medical community's interest in the use of RWD.¹⁰

As a sponsor, Amgen is keen to support APFFA through research collaborations, and offered use of its multi-modality real-world experience platform. The platform enables data access, analytical execution and data visualisation with minimal effort. Partnering in this way, the Evidence Generation Working Group have prioritised three research topics.

HIP FRACTURE CHART REVIEW



A multi-country hospital chart review to describe the Asian hip fracture patient and their outcomes. Data will be collected on patient demographics, care at presentation, surgical care, post-operative care and follow-up (after discharge from acute services).

GLOBAL BURDEN OF HIP FRACTURE



A global study that will include Australia, China, Chinese Taipei, Hong Kong SAR, Japan, New Zealand, Singapore, South Korea and Thailand. The study will describe the incidence of hip fractures (up to 10 years), treatment patterns, outcomes and mortality.

CHANGING PATTERNS OF OSTEOPOROSIS THERAPY WITHIN ASIA PACIFIC



Patterns of osteoporosis treatment after hip fracture will be assessed as part of the global hip fracture study.



Amgen's Center for Observational Research (CfOR) has undertaken to describe the burden of hip fractures across multiple countries within and outside of Asia. The Chair of the Hip Fracture Registry Working Group along with the Evidence Generation Working Group will collaborate on this undertaking.

In addition, the present state of understanding of the fracture burden across the various constituencies (e.g. general public, GPs, specialist physicians, non-specialist HCPs, hospital administrators and policy makers) will formally be assessed. The Global Burden of Disease study showed musculoskeletal conditions were the highest contributor to global disability (accounting for 16% of all years lived with disability) in 2017.¹¹ However, there is a general lack of awareness and consequently lack of motivation to address the fracture burden. We expect the process of information gathering will help increase awareness of the issue.

Upon completion of the data analyses, publications will be generated for each topic, targeted at appropriate journals to reach the APFFA target audience. Data and insights from the studies will be integrated into the activities of the other Working Groups.

Other research questions related to acute care, post-acute care and FLS will be reviewed and prioritised on an ongoing basis.

COMMUNICATIONS PLAN

The following information outlines our communication objectives, strategy, target audiences and three-phase communications campaign to promote APFFA.

Overarching communication objectives

- To position APFFA as an influential body that supports HCPs and policy makers to deliver effective care, resulting in fewer fractures and better health outcomes for people in Asia Pacific; and
- To educate HCPs, industry stakeholders and policy makers about the benefits of multidisciplinary collaboration to achieve best practice in the acute care, rehabilitation and secondary prevention of fragility fractures.

Overarching communications strategy

To overcome the many challenges in addressing the Asia Pacific region's fragility fractures, including, but not limited to, HCP personnel and funding shortages, different attitudes towards best practice, and the current complexity and variable standards of processes and policies region-wide, liaison with a plethora of regional and national stakeholder groups and individuals is required.

We therefore need to:

- Generate maximum exposure of the work being undertaken by APFFA's working groups, namely the establishment of hip fracture registries and the provision of HCP-oriented educational resources.
- Develop an overarching campaign key message document and construct an APFFA website (crucial for housing relevant content and driving engagement).
- Leverage key calendar milestones in 2020 to ensure maximum coverage of APFFA's work.
- Leverage regional data collected by EGWG to build upon the current communications plan for 2020 and beyond, and to sustain momentum.

Target audiences

- Healthcare professionals (HCPs) involved in the acute care of people who sustain hip, clinical vertebral and other major fragility fractures
- HCPs who are well-placed to deliver secondary fracture prevention
- HCPs involved in the post-acute care of those whose ability to function is impaired by hip and other major fragility fractures, including:
 - » Orthopaedic surgeons
 - » Endocrinologists
 - » Rheumatologists
 - » Geriatricians
 - » Osteoporosis specialists
 - » Physiotherapists
 - » Occupational therapists
 - » Gynaecologists
 - » Anaesthetists
 - » Nurses
 - » Primary care physicians
 - » Rehabilitation physicians
- Osteoporosis societies and foundations
- Professional advocacy groups
- Policy makers (while being careful not to duplicate work being performed by national organisations)
- Researchers
- Academics
- Philanthropic organisations
- Patients (to be targeted at a later date).

Three-phase strategic communication campaign recommendations

Phase 1 – laying the foundations (December 2019 – March 2020)

Strategy

- Devise a communications strategy in consultation with APFFA members to heighten awareness of APFFA and its regional and market-specific work pertaining to fragility fractures and the delivery of more effective care, resulting in fewer fractures and better health outcomes for Asia Pacific populations.

Communication activities

- Create a detailed communications plan and timeline in consultation with APFFA members and key stakeholders.
- Develop an umbrella campaign key message document pertaining to APFFA, its mission and three main work streams.
- Develop brand style and design guide for use in the creation of all APFFA collateral, including website, social media, toolkits, media materials, marketing collateral, documents, templates, slide decks and banners.
- Commence design and development of an APFFA website tailored to HCPs and other relevant stakeholders. Include information, engaging materials and the latest news and developments pertaining to fragility fractures.

Phase 2 – APFFA Strategic Plan & Education Toolbox promotion (April–September 2020)

Strategy

- Devise, employ and drive a digital strategy to reach target audiences.
- Educate HCPs and other relevant stakeholders about:
 - » the benefits of management within the context of a multidisciplinary clinical system, including co-care models led by orthopaedic surgeons and geriatricians; and
 - » the benefits of benchmarking the quality of care delivered against agreed-upon clinical standards through participation in national hip fracture registries.
- Drive awareness of APFFA and its work as outlined in the organisation's Strategic Plan.

Communication activities

- Finalise brand and style guide.
- Develop and launch an APFFA LinkedIn channel, initially posting twice per month.
- Commence design and development of APFFA website.
- Capitalise on the World Health Organisation's (WHO) designated 2020-2030 as the *Decade of Healthy Ageing* by launching APFFA's Strategic Plan via a media release (include mention of/welcome much-needed contributions from philanthropic foundations and announce new website). VIVA! to distribute the release to select regional and Australian media. Each APFFA member to tailor the release to their market, and distribute to their respective media and stakeholder contacts, and promote the release via their respective digital and social channels at the end of April 2020.

Communication activities (continued)

- Finalise APFFA website and launch in mid-May 2020.
- Produce a series of blogs on the topic of fragility fractures (leveraging the Education Toolbox content and already planned APFFA studies, reports and opinion pieces) to consistently refresh content on the APFFA website, and promote content via member channels.
- Create a hard copy (double-sided, A4 handout) and digital version outlining the Education Toolbox contents and how to access these resources. APFFA members to distribute in person at key 2020 conferences (should conferences proceed), and to distribute the digital version to respective contacts, and share via social media.
- Continue to post on APFFA LinkedIn channel, focusing on HFR messaging (*include content from APFFA Joint Steering Committee meeting when held in 2020*). APFFA members are also encouraged to produce regular blogs for upload to the APFFA website and for leverage via LinkedIn.
- Continue to update the APFFA website and produce blog posts for website and member channels, focusing on HFR messaging.

Phase 3 – Hip Fracture Registry Toolbox promotion and sustaining the momentum (October 2020 onwards)

Strategy

- Launch APFFA's HFR Toolbox via a media release. VIVA! to distribute the release to select regional and Australian medical media. Each APFFA member to tailor the release to their own market and distribute to their respective media and stakeholder contacts, and promote the release via their respective digital and social channels.
- Create a hard copy (double-sided, A4 handout) and digital version, outlining Hip Fracture Registry Toolbox content and how to access these resources, for APFFA members to e-disseminate to stakeholders and share in person at key 2020 conferences (should they proceed).
- Educate HCPs, osteoporosis groups and policy makers about the benefits to both patients and health systems, of establishing and maintaining a national Hip Fracture Registry.
- Leverage the following key milestones via ongoing media announcements, opinion pieces and in-person stakeholder engagement:
 - » Publication of the first APFFA Annual Report set for September 2020
 - » World Osteoporosis Day, October 20, 2020
 - » APFFA Joint Steering Committee meeting, slated for November 2020
 - » Feasibility study on the establishment of hip fracture registries in specific countries, slated for publication by December 31, 2020
 - » Report on hip fracture epidemiology and outcomes across Asia Pacific, set for publication by December 31, 2020.
- APFFA communications representative to attend key APFFA meetings ('virtually' at present) to help inform communications functions moving forward.
- Consider including consumers as an APFFA target audience. This will involve the crafting of consumer-oriented messages and materials and the leverage of such via relevant channels beyond those tailored to HCPs, osteoporosis societies and foundations and professional advocacy groups.

APFFA communications strategy

<div>Current position</div> <ul style="list-style-type: none">• Lack of APFFA awareness• Professional & consumer misunderstanding of osteoporosis-related complications• Highly fragmented healthcare response to osteoporosis• Significant human & economic costs associated with fragility fractures• Knowledge, evidence & data gaps region-wide	<div>COMMUNICATION OBJECTIVES</div> <p>To position APFFA as an influential body supporting HCPs & policy makers to deliver effective care, resulting in fewer fractures & better health outcomes for people in Asia Pacific</p>			<div>Aspirational position</div> <ul style="list-style-type: none">• APFFA recognised as an influential body, supporting HCPs & policy makers to deliver effective care & fracture prevention• Widespread implementation of FLS & hip fracture registries• Extensive educational programs to support workforce to deliver multidisciplinary approach to fracture care & prevention• Minimised knowledge gaps with Real World Experience data• Systems implemented that optimise recovery, prevent fragility fractures & enable older people to remain independent region-wide
	<div>COMMUNICATIONS STRATEGY</div> <p>Maximise exposure of work performed by APFFA's working groups; develop campaign messaging, construct website, leverage regional data collected by EGWG</p>			
	<div>Target audience</div> <ul style="list-style-type: none">• HCPs (acute care, rehabilitative care, secondary fracture prevention)• Policy makers• Osteoporosis societies & foundations• Professional advocacy groups• Policy makers• Academics & researchers• Philanthropic organisations• Patients			
	<div>APFFA assets for leverage</div> <div><div>HFRWG toolbox</div><div>EWG toolbox</div><div>EGWG data</div></div>			
	<div>PHASE 1: Lay the foundations</div> <p>Develop communications strategy to heighten awareness of APFFA & its regional & market-specific work</p> <ul style="list-style-type: none">• Communications plan & timeline• Umbrella key message document• APFFA brand & style guide• APFFA website development	<div>Phase 2: Awareness & education</div> <p>Educate HCPs & osteoporosis groups about the Education toolbox; continue to drive digital communications strategy</p> <ul style="list-style-type: none">• Launch APFFA website & Education toolbox• Education toolbox hand-out (hard copy + digital)• Media relations• Blogs & LinkedIn content	<div>Phase 3: Launch HFR & sustain momentum</div> <p>Educate HCPs, osteoporosis groups & policy makers about the benefits to patients & health systems of establishing & maintaining a national HFR</p> <ul style="list-style-type: none">• Launch HFR Toolbox promotion including HFR hand-outs• Leverage key milestones & EGWG data collected via ongoing media announcements, opinion pieces & in-person stakeholder engagement• Attend key APFFA meetings to inform communications functions moving forward	

EGWG: Evidence Generation Working Group, EWG: Education Working Group, HFRWG: Hip Fracture Registry Working Group.



SECURING SUSTAINABLE FUNDING

A strategic priority for APFFA is to secure a broad funding base. Amgen is currently the sole corporate sponsor of APFFA for its core activities; however, a broader base of sponsors will be sought as projects are initiated. Development of relationships with potential funders and other collaborating organisations (both not-for-profit and private sector) will be important to complement existing initiatives within the region and secure sustainable funding.

MEASURING OUR SUCCESS

► Outcome #1: Establishment of national hip fracture registries

The Feasibility study will identify the countries without a hip fracture registry and the country-specific facilitators and barriers for establishing one. Following rollout of the HFR Toolbox, the establishment of new hip fracture registries can be monitored.

► Outcome #2: Benchmarking of hip fracture care and outcomes

Registries provide a mechanism to benchmark the provision of care against national clinical standards and measure improvements in outcomes. Research on hip fracture mortality and outcomes, and osteoporosis treatment practices can provide some insight into the current state of play in the region. With new awareness campaigns and educational initiatives, it is the aspiration of APFFA that improvements in patient outcomes will be realised through enhanced multidisciplinary collaboration and systematic approaches to fracture care and prevention.



► Outcome #3: Establishment of more orthogeriatric services and FLSs on Capture the Fracture® Map of Best Practice

By supporting educational initiatives with high quality resources, and enabling healthcare professionals to access the information or courses they need, it is the aspiration of APFFA that more orthogeriatric services and FLSs will be established. As at 2019, according to IOF's Capture the Fracture® Map of Best Practice, there were 78 FLSs in the Asia Pacific region. Collaboration between APFFA and its member organisations can see this number grow.

► Outcome #4: Provision of evidence to make osteoporosis and fracture prevention and management a national health priority

The efforts of the three working groups will provide evidence of the impact of fractures and undertreatment, benchmark fracture care and demonstrate the benefits of systematic approaches to fracture care and prevention. Collectively, they reinforce the message to policymakers of the need to make osteoporosis and fracture prevention and management a national health priority. In 2013, only 4 of the 16 countries analysed in the IOF Asia Pacific Audit had officially designated osteoporosis as a national health priority in their country.¹¹ APFFA and its member organisations anticipate that more countries in the Asia Pacific will make osteoporosis and fracture prevention and management a national health priority as policymakers become more aware of the impact of fractures and seek solutions to curb its devastation.

► Outcome #5: Secure sustainable funding for APFFA

Sustainable funding will be critical for APFFA to achieve its vision and mission over the long term. Sustainability planning is multifaceted and requires regular evaluation of: the resources needed to deliver proposed initiatives, the impact and reach of APFFA's initiatives, identification of potential partners and execution of funding strategies. Optimisation of these steps and exercising fiscal responsibility will be foundational to the sustainability of not only APFFA as an organisation but the sustainability of APFFA's deliverables.

REFERENCES

1. Cheung CL, et al. An updated hip fracture projection in Asia: The Asian Federation of Osteoporosis Societies study. *Osteoporos Sarcopenia* 2018; 4:16-21.
2. Cooper C. The crippling consequences of fractures and their impact on quality of life. *Am J Med* 1997;103:12S-17S; discussion 17S-19S.
3. Bliuc D, et al. Mortality risk associated with low-trauma osteoporotic fracture and subsequent fracture in men and women. *JAMA* 2009;301:513-521.
4. Dreinhofer KE, et al. A global call to action to improve the care of people with fragility fractures. *Injury* 2018;49:1393-97.
5. International Osteoporosis Foundation. Capture the fracture – About. Available from: <https://www.iofbonehealth.org/capture-fracture>. [Accessed 13 February 2020]
6. Prestmo A, et al. Comprehensive geriatric care for patients with hip fractures: a prospective, randomised, controlled trial. *Lancet* 2015;385:1623-33.
7. Nakayama A, et al. Evidence of effectiveness of a fracture liaison service to reduce the re-fracture rate. *Osteoporosis Int* 2016;27:873-79.
8. Mitchell P and Akesson K. How to prevent the next fracture. *Injury* 2018;49:1424-29.
9. International Osteoporosis Foundation. The Asia-Pacific Regional Audit: Epidemiology, costs and burden of osteoporosis. 2013; Available from: https://www.iofbonehealth.org/sites/default/files/media/PDFs/Regional%20Audits/2013-Asia_Pacific_Audit-Key_Findings_o_o.pdf. [Accessed 13 February 2020]
10. Corrigan-Curay J, et al. Real-world evidence and real-world data for evaluating drug safety and effectiveness. *JAMA* 2018;320:867-68.
11. James SL, et al. Global, regional, and national incidence, prevalence, and years lived with disability for 354 diseases and injuries for 195 countries and territories, 1990-2017: a systematic analysis for the Global Burden of Disease Study 2017. *Lancet* 2018; 392: 1789-858.



CONTACT:

Web: <https://apfracturealliance.org>

LinkedIn: @asia-pacific-fragility-fracture-alliance

Email: secretariat@apfracturealliance.org



APFFA
ASIA PACIFIC
FRAGILITY FRACTURE
ALLIANCE

*effective care, fewer fractures and
better outcomes for people in Asia Pacific*