OSTEOPOROSIS NEW ZEALAND
Better bones, fewer fractures

Stronger Together in Action

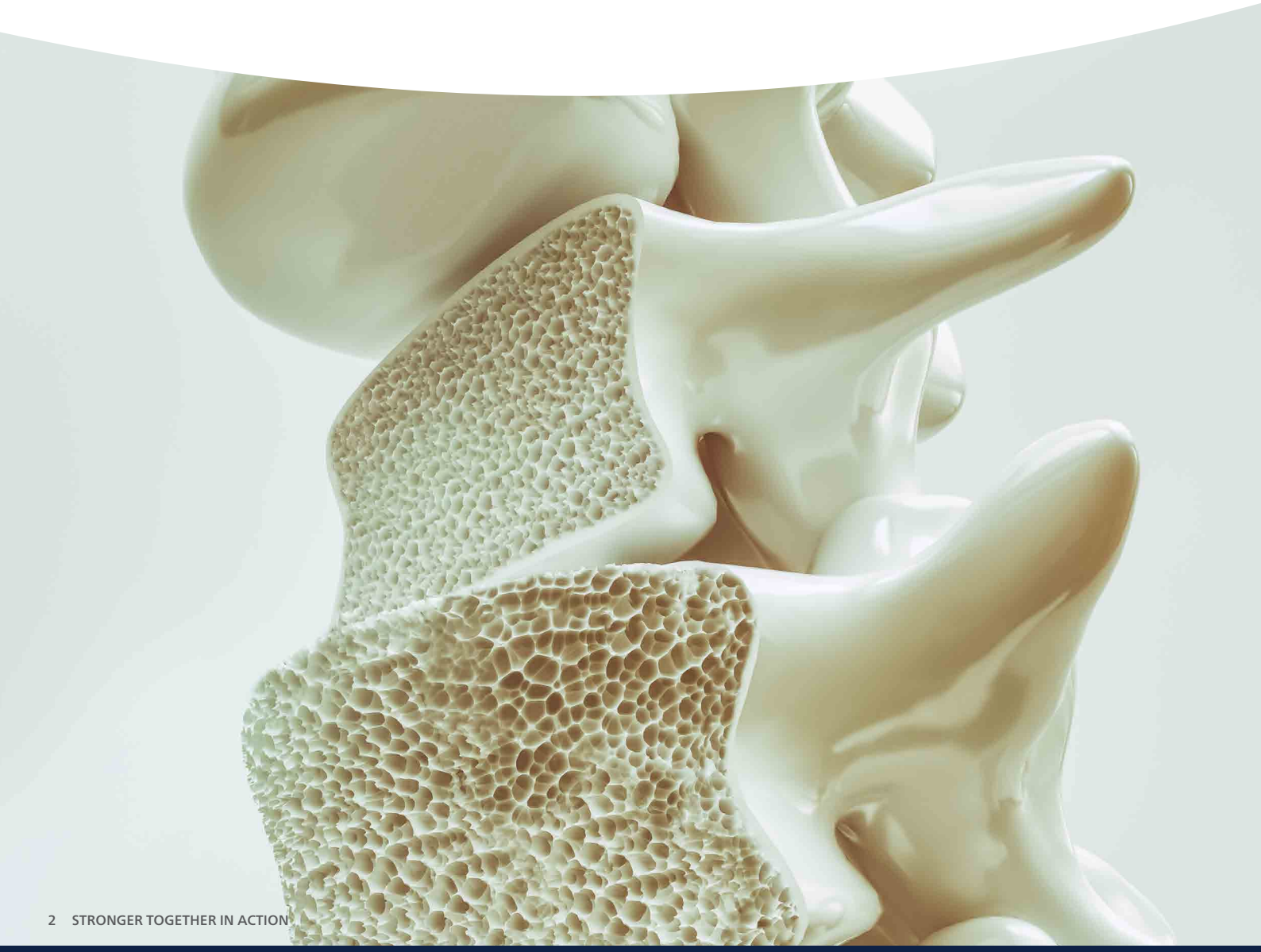
Osteoporosis New Zealand's Strategic Commitment to Bone Health in Aotearoa New Zealand 2025–2030

Foreword

New Zealand is undergoing a profound demographic transformation, with our population ageing faster than in many comparable countries. This shift brings urgent and complex challenges - not only for individuals and whānau affected by osteoporosis and fragility fractures, but also for our health system and national economy.

This Strategic Plan sets out Osteoporosis New Zealand's (ONZ) direction from **2025 to 2030**, providing a clear roadmap for reducing the burden of osteoporosis across the life course. The Plan is deliberately structured into two distinct but interconnected phases. This approach allows ONZ to remain agile in a dynamic policy and healthcare environment while maintaining strategic continuity and focus.

Together, these phases reflect ONZ's commitment to long-term system transformation — ensuring all New Zealanders have access to best-practice prevention and care for stronger bones, fewer fractures, and a better quality of life. This Strategic Plan – *Stronger Together in Action* also represents ONZ's specific contribution to *Stronger Together* - New Zealand's collaborative national strategy for bone health - and forms part of the broader Call to Action for an "all-of-society" response.



Executive summary

Over the past decade, Osteoporosis New Zealand (ONZ) has led national efforts to strengthen the prevention and care of fragility fractures - and the results have been significant:

- Fracture Liaison Services (FLS) now operate across all Health NZ regions.
- National Clinical Standards and benchmarking through registries are well established.
- International Osteoporosis Foundation Capture the Fracture® Gold-level accreditations have placed New Zealand's FLS network among the most recognised globally.
- Public education initiatives such as *Know Your Bones*™ have empowered thousands of New Zealanders to pro-actively assess their fracture risk.

Despite these gains, the challenge remains both urgent and growing:

- **More than 22,000 fragility fractures** occur each year in adults aged 50 years and older.
- These fractures account for **over 191,000 hospital bed days annually** - equivalent to a 525-bed hospital filled every day of the year.
- **ACC spent $360 million in 2023** on falls and fractures in older people, with costs projected to **double by 2035.**

This Strategic Plan outlines ONZ's direction from 2025 to 2030, **anchored by four Strategic Pillars** that reflect both our core responsibilities and future ambitions:

- **Care** – Deliver high-quality secondary and primary fragility fracture prevention for all.
- **Awareness** – Strengthen public, system, and political understanding of bone health.
- **Research** – Use evidence and data to inform policy, improve care, and drive innovation.
- **Sustainability** – Secure the capacity and partnerships needed for long-term national leadership.

ONZ remains firmly focused on delivering measurable, long-term improvements in bone health outcomes for New Zealanders - guided by a clear Vision, Purpose, and set of Values. In doing so, ONZ embraces its role in helping deliver the national Call to Action set out in Stronger Together - working in partnership with others to ensure that bone health becomes a shared priority across health, policy, and society.

ONZ - Who we are

ONZ is a charitable trust dedicated to raising awareness of bone health and improving care and outcomes for people who are at risk of, or are living with, osteoporosis. ONZ exists to enable people to remain independent by ensuring they have stronger, better bones, sustain fewer fragility fractures and improving their quality of life. ONZ provides information and educational material to the public and makes recommendations to Government and the medical profession for improved management strategies for bone health and fragility fracture prevention.

Acknowledgement of Te Tiriti o Waitangi

Osteoporosis New Zealand recognises Te Tiriti o Waitangi as the foundational document of Aotearoa New Zealand, and commits to upholding its principles of partnership, protection and participation in all aspects of our work, ensuring equitable access to care, support and resources.

Our Vision, Purpose and Values

Vision:

A future where all New Zealanders enjoy good bone health living free from fragility fractures.

Purpose:

To optimise bone health across the life course by improving prevention, early intervention, world-class clinical care, and education, supported by research and multi-sector collaboration.

Values:

Person Centered

New Zealanders who are at risk of or are living with Osteoporosis are at the heart of everything we do. We advocate for and design services that meet people's needs now and into the future.

Collaboration

We work across sectors and communities to drive meaningful change. We believe that bringing together diverse people, ideas, and resources is essential to achieving lasting improvements in bone health and fragility fracture prevention.

Equity

We are committed to ensuring that all New Zealanders have access to the prevention, diagnosis, and care they need to optimise bone health to live strong, independent lives.

Evidence

We base our actions on robust science, proven best practices, and real-world insights. We seek to translate evidence into practical solutions that improve outcomes for individuals and the health system.

Innovation

We embrace new ideas, technologies, and approaches that can accelerate progress. We apply creativity and rigour to design solutions that are impactful, measurable, and future-focused.

Integrity

We operate transparently and ethically in all that we do. We uphold the highest standards of responsibility, respect, and accountability, building trust with the people and communities we serve.

Achievements during the 2020s

Since entering a major partnership with ACC in November 2020, ONZ and our partners have made extraordinary progress in advancing the prevention and management of fragility fractures nationwide.

Key milestones include:

National participation in the Australian and New Zealand Hip Fracture Registry

Establishment of a nationally recognised Orthogeriatric model of care

Development of Clinical Standards for Fracture Liaison Services

Launch of the Australian and New Zealand Fragility Fracture Registry

Publication of two ANZFFR Annual Reports

Near-universal access to Fracture Liaison Services for 99% of the population

Rapid acceleration of international recognition and profile as a leader in fracture prevention

The Way Forward -Phase 1 (July 2025 – June 2027)

Strategic Pillar 1: Care

Objective: Ensure that all New Zealanders have access to timely, equitable, and high-quality fragility fracture prevention and care.

Deliverables

- Secure long-term public funding for Fracture Liaison Service (FLS)
- Support continuation and delivery of a national quality improvement programme for FLS in New Zealand
- Develop a national primary fracture prevention strategy

Strategic Pillar 2: Awareness

Objective: Elevate national understanding of bone health and fragility fracture prevention - by engaging the public, health system leaders, and policymakers through tailored campaigns, stakeholder education, and targeted advocacy.

Deliverables

- Strengthen public awareness of bone health and fracture risk
- Raise visibility of the national FLS network among Health NZ leadership
- Build cross-party support through the Parliamentary Friends of Bone Health

Strategic Pillar 3: Research

Objective: Advance evidence based best practice and policy by encouraging high-impact research - leveraging national registry data, strengthening the economic case for prevention, and embedding patient-reported outcomes in service improvement.

Deliverables

- Promote research that leverages Australian and New Zealand Hip Fracture Registry (ANZHFR) and Australian and New Zealand Fragility Fracture Registry (ANZFFR) data
- Advance policy-relevant research to strengthen the rationale for public investment
- Understand and collect patient outcomes and experience through Patient-Reported Outcome Measures (PROMs) or Patient-Reported Experience Measures (PREMs)

Strategic Pillar 4: Sustainability

Objective: Secure ONZ's long-term impact by diversifying funding, growing clinical and governance capacity, and building the organisational resilience needed to lead nationally into the next decade.

Deliverables

- Secure long-term, diversified revenue to support national programme delivery
- Expand clinical specialist and governance capacity and expertise
- Strengthen organisational resilience for the future

Phase 2 set out ONZ's anticipated direction of travel beyond June 2027, and positioning ONZ to heighten its impact, respond to evolving system priorities, and deliver world-class care and prevention of fragility fractures across New Zealand.

Expansion - Phase 2 (July 2027 – June 2030)

Strategic Pillar 1: Care

Objective: Reduce re-fractures, prevent first fractures, and expand consumer engagement.

Deliverables

- Use ANZFFR data to reduce re-fracture rates and elevate FLS performance
- Establish a national model for primary fracture prevention
- Scale and personalise consumer engagement and support across the care continuum

Strategic Pillar 2: Awareness

Objective: Broaden public, health system, and political awareness of bone health by embedding prevention messaging across the life course and championing fracture prevention as a national priority.

Deliverables

- Grow public awareness across the life course
- Embed fracture prevention in the health system mindset
- Deepen political advocacy for system-wide impact

Strategic Pillar 3: Research

Objective: Generate new knowledge to guide practice, shape policy, and cement New Zealand's role as a global leader in fracture prevention research.

Deliverables

- Use registry data to drive care improvement
- Lead internationally through collaborative research
- Roll out and embed PROMs and PREMs nationally

Strategic Pillar 4: Sustainability

Objective: Position ONZ for sustainable national leadership by securing long-term funding, growing internal capacity, and embedding resilient systems and partnerships.

Deliverables

- Secure multi-year funding partnerships
- Grow ONZ's internal capability, expertise and governance
- Embed performance systems and strategic partnerships

Making It Happen: ONZ's *Stronger Together in Action* Contribution to the Stronger Together Vision

Osteoporosis New Zealand's Strategic Plan – *Stronger Together in Action* is our direct and proactive response to *Stronger Together: A Collaborative Strategy for Bone Health in New Zealand*. It sets out the contribution that ONZ pledges to make as part of a broader coalition of individuals and organisations committed to fundamentally reshaping the future of bone health across Aotearoa New Zealand.

At its core, *Stronger Together* recognises that bone health is a whole-of-life, whole-of-society challenge. The seven strata of the *Stronger Together* pyramid - from post-fracture care through to supporting optimal bone health during pregnancy and childhood - provide a powerful framework for national action. Delivering on these ambitions will require a coordinated, inclusive approach that bridges sectors, systems, disciplines, and communities.

ONZ is ready to play its part.

Through this Strategic Plan, ONZ has set out a clear, phased roadmap of what we will deliver from 2025 to 2030 - across **care, awareness, research, and sustainability**. This includes:

- **Strengthening and sustaining New Zealand's world-class secondary fracture prevention system**, with the goal of making universal access to Fracture Liaison Services a permanent and fully integrated feature of the public health system.
- **Designing and supporting implementation of a nationally coordinated primary fracture prevention model**, targeting high-risk groups and underserved populations.
- **Launching and expanding public awareness initiatives** that normalise conversations about bone health and enable early engagement and prevention.
- **Mobilising research and real-world data** from the ANZHFR and ANZFFR to improve care, inform policy, and drive innovation.
- **Building the organisational infrastructure and partnerships** needed to lead, support, and sustain delivery on a national scale.

ONZ cannot - and will not - attempt to achieve this vision alone. We recognise that meaningful change depends on collaboration across the full health and social care spectrum, including primary care, hospitals, aged residential care, national and local government, education, housing, the workforce sector, and beyond.

To realise the full potential of *Stronger Together*, New Zealand must embrace a truly collaborative, pan-sectoral response. ONZ is committed to championing this approach - by listening, partnering, sharing, and adapting as we learn. We believe that our best contribution lies not only in what we deliver directly, but also in how we enable and support others to lead, innovate, and succeed.

Let this Strategic Plan – *Stronger Together in Action* serve as ONZ's pledge:

To help build a national framework for bone health that is as resilient and enduring as the skeleton it seeks to protect - and to play our part in ensuring that New Zealanders of all ages, backgrounds, and communities have the opportunity to live strong, fracture-free lives.