

Poster presentations

165 **SUCCESSFUL IMPLEMENTATION OF AN INTEGRATED REGIONAL FALLS AND FRACTURE PREVENTION PROJECT: MANAGING PEOPLE IS ESSENTIAL**

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Background: The National Strategy for the Prevention of Falls and Fractures in Ireland (2008) set out a vision for a future free of falls and fractures for Ireland's ageing population. In keeping with this strategy, our catchment area had a goal of implementing an integrated falls and fracture prevention project. The project has three main work streams: building community capacity for falls risk assessment; re-engineering specialist falls services to improve access; and standardising continuing care assessments and prevention

strategies. In this paper, we report on the change management involved in this complex integrated project.

Methods: Since 2012, a clinician group has worked with local management in our region to improve falls services. In 2015, funding was received to appoint a falls development post, an administrator, and a rehabilitation assistant to support the community care elements of the project. Separate funding was received for development of the continuing care component of the project. In general, the success of most projects is related to people factors. Therefore, in this wide-ranging project, a structured change management approach was taken including influence mapping, stakeholder management and communication plans.

Results: All stakeholders were classified according to their influence and support for the project. A communication plan for all stakeholders was devised. Key elements of our change management strategy were having senior management sponsorship; involving key influencers early in the process; providing sufficient training for the community teams; and involving appropriate personnel on the steering group. Internal champions were identified in each of the continuing care sites. There was continuous learning within the project, changing approaches to problems in subsequent community clinics set-up.

Conclusions: Health care systems are a complex collection of interacting elements. People are central to healthcare delivery and change. Successful projects must win the hearts as well as the minds for staff.