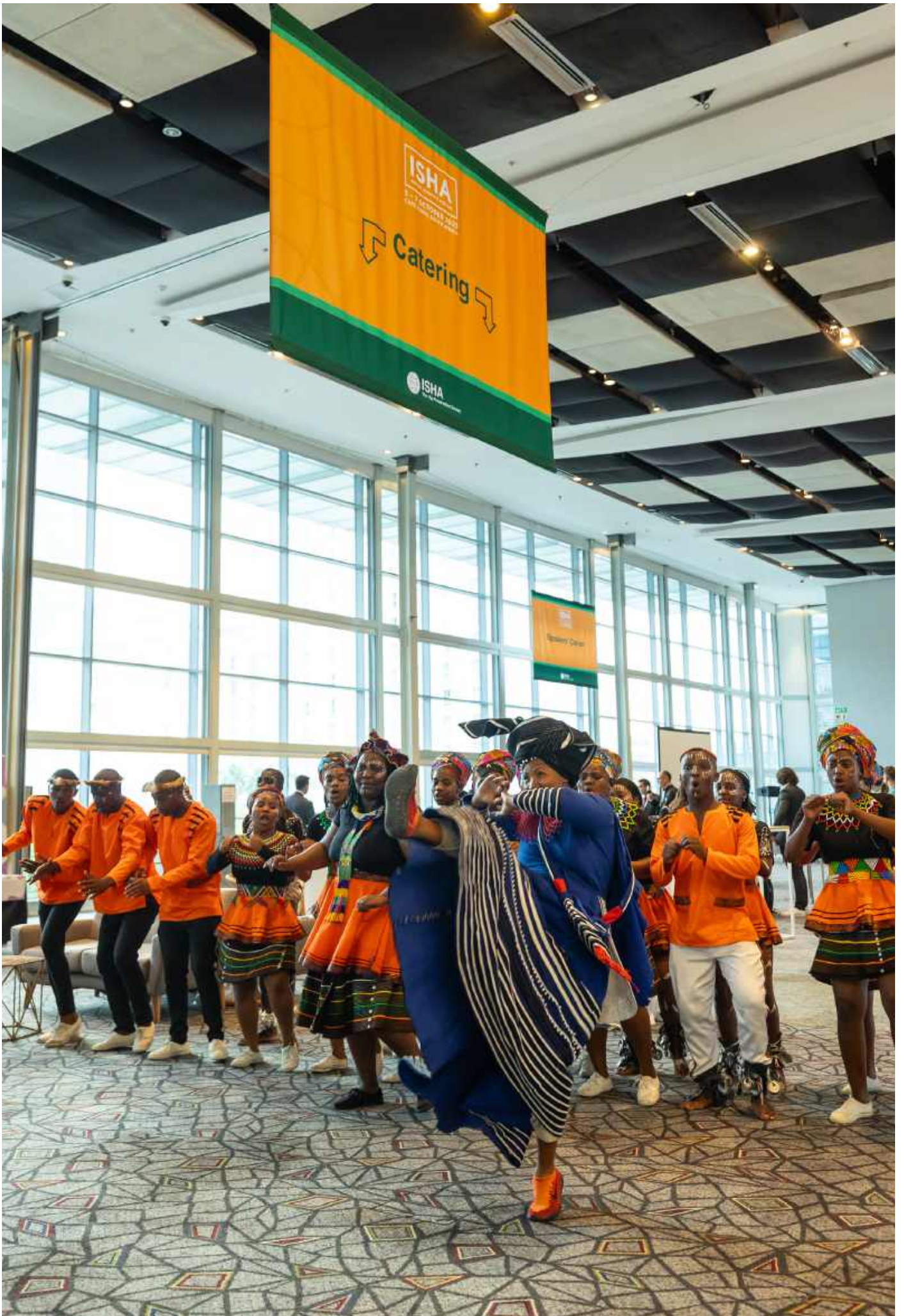




HIP PRESERVATION







BACKGROUND TO THE PROJECT

Our purpose, as BestCities Global Alliance, is to harness the power of collaboration and community to create positive impact through business events. Our research, initiatives such as Incredible Impacts and the Madrid Challenge, our interactions with clients and destinations - all tell us that education is a priority if the industry is to understand the positive impact that can be created from events and their role in making it happen.

We have created several case studies which we hope will provide inspiration and learning about how a destination has benefited from hosting an international congress and how the association has moved closer to its mission as a result of holding the congress.



BACKGROUND TO THIS CASE STUDY

Hip Preservation surgery is a relatively new practice pioneered by a group of specialist orthopaedic surgeons. Its premise is about preserving the hip rather than replacing it. Early diagnosis of issues affecting the hip, combined with keyhole surgery can avoid long term damage that in time would result in a much more invasive hip replacement operation.



The inaugural ISHA Annual Scientific Meeting was held in New York in 2009 and has been to three BestCities destinations – Melbourne 2018, Madrid 2019 and most recently Cape Town in 2023. In 2024 the meeting will take place in Washington D.C., BestCities newest member.

KEY STAKEHOLDERS

International Association

ISHA - The Hip Preservation Society is a subspecialty orthopaedic medical surgical society, formed back in 2008 by a group of pioneering doctors at a time when hip preservation surgery was still relatively in its infancy. The Society came about as a result of the need for these entrepreneurs of the orthopaedic world, who were pushing forward with new techniques and new practices, to find an environment where they could come together to collaborate, exchange best practices, report and research. The Society has since grown into an international group of more than 800 members.

Following a review of their purpose during the pandemic years, in 2022 the Society transitioned into a charity mainly out of a desire to enhance patient outcomes globally. With a focus on improving healthcare access and patient education, especially in underserved regions, the move to a Charitable Incorporated Organization (CIO) in the UK facilitated better governance and charitable purpose alignment. By defining its mission to provide hip preservation services regardless of social or economic status, the Society aimed to benefit the wider public, meeting criteria for charitable status. This shift put the emphasis on prevention, preservation and treatment accessibility for all.

Local Organising Committee (LOC) – South African Hip Arthroscopy Association (SASHA)

The South African Hip Arthroscopy Association (SASHA) is a partner society of ISHA whose Past- President Dr Josip “Chuck” Cakic was invited to join the ISHA

Board in 2010 at a time when the Society was growing rapidly and becoming more international. SASHA successfully bid for the ISHA Annual Scientific Meeting for 2021 but had to postpone until October 2023 due to the pandemic.

Cape Town & Western Cape Convention Bureau

The Cape Town & Western Cape Convention Bureau is a strategic business unit of Wesgro, the official Tourism, Trade & Investment Promotion Agency for Cape Town and the Western Cape. They promote the destination as the premier place for meetings, incentives, conferences, events, exhibitions, and trade fairs providing a number of services to support meeting planners.



OVERVIEW

The ISHA Annual Scientific Meeting takes place annually in October and rotates across North America, Europe and Rest of World. Rest of World provides ISHA with an opportunity to go to a part of the world where the Society can make the greatest impact through raising an awareness of the Society and the discipline – enabling individuals or professionals in that part of the world to attend, engage and learn when they may have found it more difficult to be able to travel when in one of the other locations.

As Executive Director Caroline MacKenzie explains, initially, the decision to strategically select annual meeting locations wasn't consciously driven, it was driven more of an instinctual desire, where they had a willing local host, or a notion of a favourable location. However, as the Society evolved, it began analysing its motives, realizing the subconscious

factors at play. With maturity, and a growing Society, came the recognition that if ISHA wanted to serve its global community it needed to listen to the community's needs and desires. This shift involved assessing the value and benefits of reaching different regions, not solely based on financial outcomes but also on societal and educational impacts.

The transition between the conscious and unconscious became a reality due, mainly, to the vision of the local host of the Cape Town Conference, Dr Cakic, and the intentional impact he wanted to deliver as a result of hosting the congress in his continent. The ISHA 2023 Annual Scientific Meeting took place 5 – 7 October 2023 in Cape Town and attracted over 550 delegates. This was the first time the meeting had been held on the African continent.





THREADING LEGACY INTO THE CONGRESS – INTENTIONS OF THE LOCAL HOST AND THE OUTCOMES

Dr Cakic, the Chair of the Local Host Committee, had a very clear vision of what he wanted to achieve as a result of hosting the congress on African soil; a vision driven out of the need for education and data.

The postponement of the conference allowed for additional and valuable planning time. Two key activities were undertaken pre-conference, to help shape the Congress agenda and deliver on the vision of both the Society and the local host.

1. Pre-Congress Survey – Before you can make any improvements, you need to first understand the problem. There was a perception that the key challenges in Africa were the supply chain, difficulties with distribution of equipment used in hip preservation surgery, and the fact that there were poorly equipped centres.

A pre-congress survey to over 2,000 orthopaedic surgeons across the continent shed light on what was actually a different challenge – one of access to skills training. As a member in Kenya explained, their biggest problem was not being able to diagnose patients early enough because they did not know what to look for and did not have the skill set to deal with the problem. These surgeons did not have the practical skills. They needed the experts in this field.

2. Pre-Conference Gathering – Africa Day was an opportunity to build on these findings and bring people together to find solutions to challenges specific to the African continent. If things were to be improved, there needed to be collaboration between industry

partners (equipment providers) and clinicians. Africa Day brought these two groups together. 82 delegates from nine African countries attended

The most significant outcomes from the Africa Day were:

- An agreement by industry partners and clinicians to work together to distribute knowledge and equipment throughout the continent. One cannot work without the other. The Mission Programme was established whereby the industry partners support and fund surgeons to deliver education and training in areas where it is needed. The first Mission took place in Nairobi in April 2024.
- The creation of a regional committee that will help expand hip preservation know-how regionally. Already a successful model within the LATAM and Asia regions, a regional group tasked with identifying and creating a plan tailored to address the unique challenges in these regions, was formed – MEAFT representing Middle East, Africa and Turkey.



Maximising the value of the ISHA platform – Dr Cakic’s intention was to use the ISHA platform to inform, educate and increase the awareness amongst the African and ISHA communities.

Preservation is trying to avoid surgery. The best way to do this is to educate front line people such as GP’s, Physios, Sports Physicians, first with an awareness that such problems exist and second, about what to look for in order that they can refer cases to the orthopaedic surgeons at a much earlier stage. By hosting the congress and including the front line people, knowledge and learning was shared amongst a far wider audience that would have been possible had the congress not taken place in Cape Town.

Knowledge Sharing – A long term aspiration of Dr Cakic and his colleagues is to build a process of screening to identify people who might have a problem with their hips in the future. The congress enabled them to share the results of a previous screening pilot programme undertaken in 2016 in private schools across Africa. It identified that 17% of the children screened would have a problem with their hips in the future. 17% of children who, without proper diagnosis and treatment, would most likely need invasive hip surgery in later life. As a result of the programme, these children received preventative therapy that has enabled them to continue in the athletic profession of their choice, or even just having a level of mobility that avoids a hip replacement

at an early age. The social impact of screening is enormous particularly in parts of the world where mobility can be a significant factor in the ability to work and support families.

Initiating future research and collaborations

This pilot study has been adopted by the Society who is now undertaking further research through a Delphi study, the intention being to present the initial results at the Washington meeting in 2024. The Washington Meeting will also provide an opportunity to engage with the sports communities in that region to encourage them to be part of the initiative, acting as a driver to ensure the legacy and impact continues to evolve and expand.

The longer-term goal from this research could potentially lead to a comparison of data from different regions in the world to understand why there are variations. Why, for argument’s sake, does one part of the world show 6% and another 40%? Understanding this would help the hip preservation community to know which part of the world is dealing with what problem enabling them to tailor training, treatment and ideally prevention. Those identified are not patients of today but will be in the future. With this knowledge surgeons can prepare in advance ensuring resources, training and education are in place to cope with these future demands.



From the Africa Day Forum an important identified need in other parts of the continent was both the need for practical skills training but also in many regions there are patients waiting to be treated. As a direct result, the 1st ISHA Mission Programme is scheduled at the beginning of April 2024 in collaboration with the East African Arthroscopy Association, with ISHA committee member Dr Baris Kocaoglu from Turkey carrying out remote teaching, Dr Cakic is travelling from South Africa to Nairobi to perform two days of training for local surgeons whilst also operating on patients. Further cadaveric skills workshops are planned for later in 2024 within the region in collaboration with industry partners.

Sponsorship of Delegates – Subvention funding from the National Convention Bureau of South Africa provided places for 85 delegates from the African continent, delegates who would never normally have an opportunity to attend an international meeting. The learning received and the relationships formed by these delegates with experts in the preservation field will help increase the early identification of hip problems. Earlier referrals and earlier intervention ultimately lead to better patient outcomes.



LEGACY INTENTIONS OF THE SOCIETY

ISHA accepts that it is still on a steep learning curve when it comes to legacy and impact but absolutely recognises the congress is a key tool towards achieving the mission and vision of the Society and delivering on its charitable purpose.

ISHA is conscious that the sector is very male dominated. Only 9% of the membership is female. Many of the issues around this are out of ISHA's control; the discipline demands long hours and does not necessarily provide a comfortable work life balance for females. That said, ISHA is very intentional about the inclusion of females in their congresses. They reached out to the African Women in Orthopaedic Surgery Association and ensured there was strong female representation at the Cape Town Meeting. ISHA is determined their efforts are authentic and not tokenistic. This is bolstered by the fact that 60% of their membership is under 50 and in time the Society will be reflective of the values of a younger group.

As a result of the Cape Town congress ISHA reviewed and restructured the Society's committees to ensure a gender balance and a geography balance that is reflective of their global membership. The new structure also ensures the up and coming members have an opportunity to engage and be active within the society.

One of the biggest outcomes from the Cape Town meeting for the Society was the understanding of what the problems are that are specific to Africa. The formation of MEAFT as the regional subgroup gives ISHA a mechanism to monitor the impact post-congress and also to take initiatives forward and continue the journey.

Recognising that the membership fees were a barrier in low or lower to middle income countries, ISHA introduced a new category of membership – A Friend of

ISHA – which is open to surgeons in these countries and gives them a discounted rate and all of the value benefits that the Society provides. They have also created five travelling bursaries, two for LATAM, two for Africa and one for Asia. All sufficient to cover travel and accommodation for a week for a young surgeon based in that area to spend a week in that region with one of the experts.

ISHA continues to build on the legacy outcomes from its 2023 meeting. Whilst Europe and North America are more mature markets who do not have the challenges of Africa, or Rest of World, many of the outcomes from the Cape Town Congress will be further developed in future congresses starting with ISHA Annual Scientific Meeting 2024 – Washington D.C. An example of this is the creation of a public engagement programme aimed specifically at junior sporting clubs and Sports Academies to help build awareness of the Adolescent Screening and Mission Programs and potentially result in some fundraising for each.



MEASUREMENT

With the Cape Town meeting having only taken place in October 2023, it is a very short time to look at the measurement of success. However, in this short period of time Dr Cakic is noticing a greater number of contacts and referrals from the front line personnel to orthopaedic surgeons. Hip Preservation is now being talked about and recognised by the profession. He feels the awareness amongst the professional sports community is noticeably greater but there is still work to do amongst schools and local sport groups.

Longer term there is potential for a number of flow-on legacies resulting from the Cape Town Meeting.

- Financial – hip preservation is less expensive than hip replacement – a saving for health authorities.
- Social – hip preservation reduces the trauma of an invasive operation.
- Social – hip preservation reduces recovery time and the physical limitations such as the number of people unable to work and provide for their families.
- Economic – the number of joint replacements is predicted to double if not triple by 2030 – hip preservation could help reduce that number.



THREE TIPS

When asked what your three tips or recommendations for meeting planners would be looking to intentionally plan for impact and legacy in their conferences, Executive Director Caroline MacKenzie suggested the following:

1. Don't be frightened, take small steps. It can be daunting, and planners sometimes don't know where to start. You can't really look at any meaningful legacy until you have a clear idea of what your purpose as an organization is. Once you actually understand what your purpose is you will get the buy-in. It has to resonate with your leadership and membership and then it becomes much easier to explain and people will buy in because they get it. Don't think it's not for you.

2. Be able to demonstrate to your membership, particularly the younger ones, what your purpose is and what they will get out of being part of your community. The days of being part of an old boys' network are over. Some of the initiatives that have come out of us looking at legacy - the Friend of ISHA category, the new travel bursary - some of these new initiatives are benefiting the younger generation coming in. They need to see that value.



3. Don't try and do everything at once. Start to look at one activity that you think can benefit both you and the destination. Start there and it will take time. And make sure it's relevant to you. Don't do something just for the sake of it. That's not legacy. You've got to be true to your purpose.

Finally, Caroline emphasised the importance of the destination and the association working in partnership. Particularly when it comes to sustainability, if a destination does not have the credentials, it's much harder for associations to meet their environmental aspirations. The connections to be able to deliver an effective outreach programme is hugely valuable. In ISHA's case it may be introductions to youth sporting clubs in deprived areas. That has much more value than being offered Pilates in the Park.

Caroline applauds the increased awareness and focus on legacy and impact but warns about it being a tick box exercise for destinations. Great that they go through the exercise to identify and target organisations that align with their destination, however it's the understanding that is more important – "use tools such as the [Copenhagen Legacy Lab](#) to ask the right questions, understand what's important to the association and you will most likely find that sweet spot where aspirations align."



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