



BSP

British Society of
Periodontology

Strategic Plan

2019 – 2024

Executive Summary

The British Society of Periodontology (BSP) enters its 70th year as a learned society and the leading authority in Periodontology in the UK. It is also a charity (No 265815), first registered in May 1974. Its core values stem from a foundation in biological science, education, research and clinical practice as they relate to the supporting structures of the teeth. The Society developed its first Strategic Plan in 2014 and now seeks to further strengthen those core values by not only responding to the increasing rate at which knowledge in dentistry and technical innovation expands, but also by recognising the financial, cultural and political environment in which it operates. The Vision and Mission detailed in this revision remain fundamentally true to the existing Plan. Whilst building on the successes of the work completed during the last 5 years, the Society recognises the environmental changes which will influence the direction and key drivers for it to follow and be influenced by, over the next 5 years. At the heart of this Plan is the determination to provide pedagogy using evidence-based best practice and by communicating effectively through all means at its disposal to the profession, patients and the public, whilst demonstrating leadership in informing and influencing other key stakeholders and decision makers.

The Society is not only a learned society but also, first and foremost, a membership organisation without whose engagement and support the delivery of the ambitious Plan set out in 2014, and the revision due in 2019, could not be achieved. With its strong leadership from Council, underpinned by a solid management infrastructure, the Society can deliver its Mission and achieve its Strategic Aims.

Introduction

The planning process for a revised Strategic Plan was agreed by Council at its meeting in June 2018. Council asked Helen Cobley, former Executive General Manager, to manage the project and delegated authority to a working group comprising:

Dr Mark Ide (President Elect 2019)
Professor Nikos Donos (President Elect 2020)
Dr Nik Pandya (President Elect 2021)
Professor Nicola West (Honorary Secretary)
Dr Mike Milward (Honorary Treasurer)
Dr Vipul Patel (ECG representative)
Paula Dunn (Executive General Manager)
Tamsin Lawson (Education and Events Manager)

Council requires the group to deliver a revised plan, accepted and agreed by Council, in time to put to the membership for adoption at the Annual General Meeting in April 2019.

The Operational Planning Group (OPG) will be responsible, following adoption, for the ongoing management of the Strategic Plan, and for reporting to Council. The group will reflect the Council membership by ensuring membership includes the current President, 2 Presidents Elect, The Honorary Secretary, the Honorary Treasurer, ECG representative and the Executive General Manager.

Historical Context

The British Society of Periodontology is a registered charity regulated by its original trust deed dated 19 July 1949, and amended in 1999. The trust deed provides for a Constitution and Bye laws of the Society.

The objects of the Society, as stated in the Constitution and Bye-Laws are to:

“... promote for the general health, wellbeing and knowledge of the public, the art and science of dentistry and in particular the art and science of periodontology and dental implantology and in furtherance thereof to advance all aspects of periodontology and dental implantology and to promote improvements in the teaching of the same.”

Council has developed the following activities as the principal means of achieving its charitable objects for the benefit of the public:

- circulate educational material to our members including “The Journal of Clinical Periodontology”, edited by The European Federation of Periodontology (EFP) and published on its behalf;
- organise national conferences and local events devoted to Periodontology and Implantology;
- organise Webinars and other events to support the Society’s Strategic Aims;
- provide through the website educational information for periodontal specialists, general dental practitioners, dental care professionals, undergraduate and postgraduate students, patients, the public and policy makers;
- provide through the website information for patients and the wider public that will inform their understanding of periodontal diseases. BSP also produces educational leaflets about periodontal disease and its management for patients and the public;
- produce parameters of care documents for dentists and oral healthcare professionals to follow when treating their patients with periodontal disease;
- from time to time, make donations to other charitable bodies for the furtherance of dental education through different approaches;
- advise regulatory bodies and organisations such as the Department of Health, Health Education England and Public Health England on healthcare policy and strategy, and their delivery;
- liaise with other healthcare organisations, charities and specialist societies to promote the causes of good oral and periodontal health as a means to a better life for all;

- engage actively with the European Federation of Periodontology in our common missions to promote periodontal health to a global community;
- provide advice to members on an individual basis.

Organisational Structure and Management

The Officers of the Society are the Trustees for the purposes of the Charities Act 1993. The Trustees are elected or re-elected annually at the Annual General Meeting. The Officers are:

- The President
- A Senior Vice President
- 3 Vice Presidents – 2 Presidents Elect and the Immediate Past President
- Honorary Secretary
- Honorary Treasurer
- Honorary Editor
- Commercial Liaison officer

Council manages the affairs of the Society and the Officers of the Society are members of that Council. The Council comprises the Officers and 2 “Other Members” proposed and nominated by members and elected by the AGM. The following officers additionally make up the full Council:

Representative of the Early Career Group;
 Representative from the Teachers’ Forum;
 Representative from the Dental Practitioners’ Section;
 Representative to the SAC – Academic;
 Representative to the SAC – Practitioner.

The Honorary Secretary, Honorary Treasurer, Honorary Editor and Commercial Liaison Officer are typically expected to serve a 4-year term of office (subject to annual election at the AGM) and do not normally serve more than two consecutive 4 year terms. The Officers of the Society hold office for a period of one year and are eligible for re-election. The Senior Vice President retains office for not more than two years in succession. The

election of Officers is by ballot if necessary and the voting takes place online in advance of election at the AGM. All FULL members are entitled to vote and receive notification and invitation to attend the meeting. The “Other Members” of Council hold office for a period of four years.

Paula Dunn, Executive General Manager to the Society, supports all activities of the Society and is crucial to its smooth and efficient performance. Mrs Dunn provides counsel to the Officers, but is not an Officer and has no vote.

Tamsin Lawson is the Education and Events Manager for the Society. She is crucial for organising, with the President, the conferences and events. She is not an Officer and has no vote.

Both Paula Dunn and Tamsin Lawson are self-employed. Remuneration is reviewed and agreed annually by Council and is in line with NHS “Agenda for Change” Manager pay scales.

Vision and Strategic Objectives

The Society’s *VISION* is

“Periodontal Health for a Better Life”

For the Benefit of the Public and the Profession

The Society’s *MISSION* is to

“promote public and professional awareness of periodontology and implant dentistry to achieve our vision of “Periodontal Health for a Better Life”.

We deliver our mission by:

- engaging with our membership;
- providing education;
- supporting research;

- engaging with patients, public, policy makers, health professionals and industry.

The *VISION* and *MISSION* embrace and express the Society's continuing objectives which are to

- improve and promote oral health as part of oral and systemic health and wellbeing, by working with all stakeholders to ensure inclusion across society;
- provide leadership to improve outcomes of periodontal and implant dentistry by maintaining and developing the highest standard of education and training to the dental profession and indirectly through the designated competent body and their advisory committees;
- provide leadership by being the voice of periodontology and ensure representation at the highest level of healthcare policy-making;
- work collaboratively with the EFP to promote, facilitate and reward excellence in teaching as well as to support initiatives to promote gum health awareness to the public and the profession;
- promote research in all aspects of Periodontology and implant dentistry to enhance patient and public awareness of periodontal health.

Strategic Aims

As part of the revision process, the OPG has considered the Strategic Aims of the existing Plan and has considered them to be relevant and fit for purpose. In reaching this conclusion it has considered carefully internal and external factors which have developed over the last 5 years and continue to influence the day to day operation of the Society. It has carried out a SWOT analysis, an appendix to this document, which identifies existing *Opportunities* as well as *Threats* based on its perceived *Strengths* and *Weaknesses*. In the group's approach to confirming its Strategic Aims, it has assessed the risk to the Society posed by the threats it identified. It has then sought to manage

that risk by using the considerable arsenal of experience and expertise within the Society.

These **STRATEGIC AIMS** provide the framework for this plan:

AIM 1	<i>To operate an open process of 2-way engagement with patients, the public and other key stakeholders and provide exchange of knowledge, views and priorities between the Society and the public, patients and healthcare professionals</i>
AIM 2	<i>To develop, implement and maintain strategic partnerships that will further the strategic aims of the Society and each partner organisation</i>
AIM 3	<i>To ensure long-term growth and sustainability necessary for the Society to achieve its specific objectives</i>

Operational Plan

In order to achieve the Strategic Aims identified, and based on the experience over the last five years, it is clear that a detailed Operational Plan is required to focus attention and effort. The OPG has looked carefully at the existing plan and identified work that has been carried out and revised the Operational Plan accordingly, adding to it where necessary and as a result of changes to its SWOT analysis.

To achieve each of its Strategic Aims the Society will need to carry out the following crucial steps:

Strategic Aim 1

To operate an open process of 2-way engagement with patients, the public and other key stakeholders and provide exchange of, knowledge, views and priorities between the Society and the public, patients and healthcare professionals

To achieve Strategic Aim 1 the Society will:

- continue to develop its means of communication with all stakeholders by increasing and refining its use of social media as well as developing all portals available for the dissemination of information to individual groups and stakeholders;
- work with all agencies concerned to ensure that the necessary transfer of management and development of website and associated applications is carried out effectively, economically and represents the Society's best interests and specific needs;
- engage with its members and all healthcare professionals regarding the delivery and content of its educational programme through Webinars, clinically based training, and annual conferences;
- be instrumental in providing briefing and education to members and all stakeholders on any issue relating to the delivery of periodontal care including matters with administrative as well as clinical implications, such as GDPR and re-classification;

- develop and build on the foundation of the **Patient Forum** to raise awareness of periodontal health;
- support, connect and campaign on behalf of all people affected by and at risk of periodontal disease to enhance the Society's delivery of education, support for research and development of policy;
- continue to campaign for greater involvement and influence at national and international level with policy makers and influencers to promote periodontal health and well-being.

Strategic Aim 2

*To develop, implement and maintain **strategic partnerships** that will further the strategic aims of the Society and each partner organisation*

To achieve Strategic Aim 2 the Society will:

- continue to work collaboratively and build on the excellent relationships fostered with its Partners in industry to encourage their support in achieving its strategic goals;
- provide advice and support on policy development and implementation to Government, European Federation of Periodontology, British Dental Association, General Dental Council and other professional and charitable health bodies;
- renew its efforts to develop media relationships in order to provide a voice for the Society through traditional and contemporary media;
- develop the role of an EFP ambassador and support group to enhance the flow of information between the EFP and the BSP;
- engage with industry to assist the Education and Events Manager to maximise financial support for conferences and events.

Strategic Aim 3

*To ensure long-term **growth and sustainability** necessary for the Society to achieve its specific objectives*

To achieve Strategic Aim 3 the Society will:

- listen to its membership to inform the way in which the Society communicates with it and to deliver the support and education it wants;
- support the membership to promote retention as well as attract new members;
- develop the role of the Early Career Group in supporting young practitioners to ensure the relevance of the Society in a changing environment;
- plan for ECG members to succeed into key Council roles as part of a succession planning strategy;
- develop the identity of undergraduates, foundation year dentists and dental hygienist/dental therapist groups within the BSP community;
- support and encourage general dental practitioners to identify their needs and to participate fully in the work of the Society;
- continue to develop the BSP brand, ensuring its relevance and suitability;
- ensure support and retention for the high quality management of the Society by putting in place appropriate Contracts for Services;
- only consider new projects and initiatives that have been put first before Council as a Business Case with a fully costed budget to support it, including confirmation that finance has been sought and guaranteed.

Evaluation

The Operational Planning Group (OPG) is responsible for ensuring the Plan's progress from planning to implementation stage. It will meet 4 times per year to consider progress and to set time scales for development of initiatives from the Plan. Following each meeting it will report to Council on progress made and to seek authority as required for new projects.

It is recognised that flexibility will be required in the implementation programme to allow for unforeseen contingencies and pressures facing the Society.

Helen Cobley

January 2019

Strategic Plan 2019–2024

Appendix – Summary of the SWOT analysis of the British Society of Periodontology

STRENGTHS

- The BSP Brand
- Passion
- Stable financial wellbeing
- heritage and longevity
- Engagement with policy makers
- Track record of excellent conferences and education events with high quality speakers
- Friendliness of the Society and its members
- Infrastructure with a low cost base
- Active member of the European Federation of Periodontology
- Publications such as the Good Practitioners' Guide and Patient Information Leaflets
- Growing Social Media use and following
- Fundamental belief in periodontology
- Growing membership
- BSP is the leading authority in periodontology
- Established links with key stakeholders
- Commitment of members and officers of Council
- Excellent administrative support
- Proactive and reactive
- Academic and professional strength
- Patient Forum
- Established networks with other professional bodies
- Inclusive structure
- Established links with industry
- Interactive and responsive website
- Early Career Group
- Altruistic
- Engagement with undergraduates and investment therein

WEAKNESSES

- Perceived (evidenced by surveys) as being exclusive and elitist
- Lack of engagement with the public and general dentists
- The website is no longer contemporary in appearance or content. It is also subject to radical change in 2019 due to a change of service provider and future support, as yet to be identified
- Lack of implant recognition
- Undergraduates are a “loss leader”
- Cost v impact/benefit
- Top heavy with academics – gives the wrong impression to GDPs
- The name of the Society – still seen by some as not representative of “what we do”. The inclusion of the words “dental implantology” needs to be reconsidered
- Lack of engagement with young dentists although there is recognition of progress made in last 5 years
- Reliance on a few key people
- Meetings seen by some as mainly social events
- Meetings not seen as offering VFM
- Too short succession planning
- Too narrow spectrum of speakers
- Operating costs greater than subscriptions (the only assured income stream)
- Lack of good communications with medical profession and public
- EFP seen as a dominant force with cost implications for the Society
- Social Media ignorance
- Interaction with other professional groups
- Not realising full potential of ECG
- Lack of interaction with other societies
- Too low down on the Royal Colleges list of key players
- Not getting message across to public and professionals
- Council not informing membership of its activities
- Too shy and retiring

OPPORTUNITIES

- Further development of the Early Career Group
- To raise awareness amongst dentists of the management of soft and hard tissues around implants and their complications
- To contribute to, and influence Department of Health policy
- To manage clinical networks and provide opportunities to deliver CPD and influence MCN agenda
- To develop public engagement
- To expand our training and educational programmes
- To change the existing format for Annual General Meetings
- To engage an individual with professional media expertise
- To highlight high prevalence of Periodontal disease
- To develop existing BSP publications and new initiatives
- Education for: Members, Non-Members, Public, Other professionals
- To modify the name of the Society to reflect the increasing importance of implantology
- Development of a database of national and dental press to ensure exposure for BSP
- Collaboration with other societies
- Further development of links and collaboration with industry
- Improve links with the OCDO
- Development of Social Media and other platforms including YouTube
- Accreditation of information from BSP
- Implementation of New Classification
- Improve financial stability
- Support Personal Development Plans
- Development of phone App
- Maximise use of potential within Society
- 3 - yearly re-validation
- Support VTs through deaneries
- Media engagement (dental and general)
- Develop a programme of basic, re-skilling, courses (Tier 1 and Tier 2) locally using local expertise including ECG members
- Engagement with undergraduates including EFP
- Re-validation
- Re-mediation

- Buddy support
- Further interaction with international societies
- Further engagement with DH/DTs
- React to industry
- Position statements
- Council to be more open
- Record a BSP promotion for education (different for each year group)
- Webinars:
Learning/GDPR/current topics
Education

THREATS

- External perception of the Society by the public and the profession
- CPD availability – alternative Tier 2 educational opportunities
- Competition from other specialist societies such as the ADI and BSDHT
- Lack of support for specialty training
- Insufficient funding of specialty training
- Lack of strong candidates to recruit into academic posts
- Specialty recognition.
- Membership
- NHS dental funding and manpower planning
- Brexit
- GDC policy in specialty recognition/training
- Rising costs of running the Society
- Influence of Royal Colleges
- Website – retirement of Canterbury Web and the need to find a new provider
- Competition from other Societies and the market/profit making organisations
- Loss of key members from Council
- Succession
- Funding from industry
- Increasing litigation
- Decreasing number of academics in research