

Strategic Plan

2013-2017

Presidents Welcome

It is my great pleasure to present the European Federation of Periodontology's strategy for 2013-2017. This is the European Federation of Periodontology's second formal strategy exercise; the first one covered the period between 2008 and 2012 and a great deal has since been accomplished.

The strategic plan 2013-2017 is a strong follow-up to that first effort, and it addresses the need to re-evaluate our goals and the structure of the federation. We continue to strive for the advancement and evolution periodontology throughout Europe.

This project is the result of a lot of work achieved by both the European internal members as well as external stakeholders. It is a clear statement of the enduring commitment of the executive committee. Professionals were needed for the 2008-2012 plan to clarify the way to reach our goals and strategic actions, however for 2013-2017 the EFP executive have worked independently to ensure we developed clearly defined and achievable plans that we feel represent the aims and desires of our general assembly of member societies.

There are 5 main objectives: improved health, education and training, policy, research, and communication. Effective coordination is needed between the Council, its committees and the member societies across Europe so that we can highlight the role of periodontology and health both in Europe and worldwide.

The immediate focus is on 2 main areas:

1. Working with professional consultancies in Brussels to move the specialization agenda forward at the European level.
2. Providing a media campaign to promote "perio for a better life", initially disseminating the outcomes of the successful 2012 EFP/AAP landmark workshop on Perio and Systemic health, and moving towards a protracted public awareness campaign targeted at EuroPerio8 in London as a focus.

I want to thank all the individuals who took part to this ambitious but realistic project for their time and energy.

I am very enthusiastic and confident for the future and I believe incorporating young motivated officers inside the committees is one of the ways to invigorate our federation.

Michèle Reners
EFP President

	Page No
1. Introduction	4
2. Environmental Context	7
3. The EFP Strategy Development Process	8
4. Vision & Strategic Objectives	9
5. Strategic Actions	10
6. Implications	13

1. INTRODUCTION

1.1 Background and History of the European Federation of Periodontology

The first steps to developing a platform on which to coordinate the activities of the periodontal societies in Europe were taken in August 1986. The first meeting of the European Co-Ordination Committee in Periodontology-as it became known, took place in Montreux, Switzerland on 18 September, 1987 in conjunction with a joint meeting of the Swiss and Dutch Societies of Periodontology. Two further meetings took place in 1988 and 1989.

The fourth meeting of the Co-ordination Committee took place in Maastricht, The Netherlands in May 1991. A constitution including the Rules of Procedure for the European Federation of Periodontology (EFP) was proposed at this meeting. The Rules included the following:

- EFP would be a cooperative body of the joint European Societies of Periodontology
- Each member society would have one representative on the governing body of the Federation
- EFP should meet at least once each year

The Amsterdam meeting of EFP, held on 12th – 13th December, 1991, was a landmark event in the history of the Federation. It was at this meeting that the Constitution and Objectives of the Federation were formally adopted. It was decided that the first EFP EuroPerio meeting (EuroPerio 1) would be held in Paris, France between 12th-15th May, 1994.

Today, the EFP, which complements the activities of European national associations of Periodontology, comprises 24 full members and 4 associate members. EuroPerio meetings are held every three years. The Federation, which maintains a primary focus on European issues, has become the largest and one of the most influential bodies in Periodontology in the world.

1.2 Purpose of EFP

The prime purpose of the EFP is pan-European-, and as appropriate global leadership in the promotion of Periodontology, specifically periodontal and, in turn, oral and general health and well being by means of education, research, evidence-based advances in clinical practice, enhanced public awareness and influence on national and international health policy.

The groups that the EFP works with in promoting Periodontology and periodontal health include:

- Specialists
- General practitioners
- Dental hygienists and other members of the dental team
- Patients and other members of the public
- Funders of oral healthcare services, together with all those with interests in the business of dentistry
- Societies, associations, other federations, colleges and all other relevant bodies and organisations at national, European and international levels
- Providers and funders of dental education and students at all levels
- Charities and other agencies which may fund relevant aspects of research
- Governments, policy makers and champions of the art and science of oral health
- Industry
- Publishers and all those involved in the dental and related press

In its relatively short history, the EFP has developed into an umbrella organisation for 26 national societies of Periodontology, which have a collective membership of over 13,000. The Federation runs highly acclaimed EuroPerio meetings once every three years, with an attendance typically in excess of 6,000. EuroPerio meetings have become highly regarded, world class, cutting edge events for the sharing, discussion and debate of contemporary knowledge and understanding in Periodontology, and as a showcase for state of the art, techniques, instrumentation, devices and materials. The EFP also produces the *Journal of Clinical Periodontology*, which is one of the most highly rated peer review scientific journals in oral and dental science. Other activities of the EFP include the highly prestigious EFP Graduate Program in Periodontology and, yearly, the hosting of European Workshops on Periodontology. These consensus workshops, which have a global impact, focus on key

issues in Periodontology and implant dentistry. The EFP communicates with its members and provides public information via the EFP website and Federation Newsletters.

1.3 Background to the present Strategic Plan

Since its foundation in 1990, the EFP has grown from 11 to 26 member national societies and established itself as a global force in the field of Periodontology. A great deal has been achieved in a relatively short space of time, but rapid growth and expansion of activities has, and continues to pose a challenge to the Federation. In addition, the field of Periodontology and the environment in which it is applied is rapidly changing. It was, therefore, considered timely for the Federation to reassess its goals and re-evaluate its structure in looking beyond the vision and strategic objectives set out in the previous (2008-2012) strategic plan. The present plan, the development of which commenced in the last quarter of 2012, is intended to set the direction of the organisation over the period of 2013- 2017.

2. ENVIRONMENTAL CONTEXT

The EFP is the leading, widest ranging, learned society in the field Periodontology in Europe. The EFP is highly regarded among sister organisations, including the American Academy of Periodontology (AAP), the International Association for Dental Research (IADR), the European Association of Osseointegration (EAO), and the Association for Dental Education in Europe (ADEE), and has links with kindred organisations such as the European Academy of Paediatric Dentistry.

There are many factors which influence the activities and direction of travel of the Federation. These include:

- Political, social and economic changes in Europe which affect the professional environment
- Strategic changes, funding arrangements and advances in healthcare in EU member countries
- The impact of change in population demographics, notably the increase in the proportion of older individuals, most of whom are retaining the more teeth for longer
- Recognition of the importance of oral health, in particular, a healthy periodontium to general health and well being
- Changes in patient behaviours and consumer group attitudes to periodontal health
- Increasing interests in dental attractiveness and oro-facial soft tissue aesthetics
- The impact of the increasing use and expectations of dental implants
- The ever increasing rate of advances in dental and related technologies, and associated knowledge and understanding which create opportunities for new treatment modalities
- Increasing expectations in relation to evidence (value)-based care
- Advances in dental education and the impact of the implementation of the Bologna process
- Increasing competition for research funding, research priority setting and the increasing need for open access dissemination of research findings
- Shifts in approaches and attitudes to professionalism and ethics in dentistry

- Engagement of young practitioners in professional bodies and associations, in particular, young practitioners who show interest in becoming the next generation of leaders of organisations such as the EFP
- The impact of the world-wide web as a source of information/ misinformation on matters pertaining to the practice and further development of Periodontology
- The heterogeneity of the recognition of Periodontology as a speciality across Europe

3. THE EFP STRATEGY DEVELOPMENT PROCESS

The EFP was, in large part, successful in delivering its 2008-2012 strategic objectives, with a number of important goals having been exceeded. The Federation must now decide where it wishes to be positioned at the end of the next planning cycle (2017) and articulate objectives to realise its new forward looking vision.

The Executive Committee of the Federation met in Barcelona in October 2012 to begin this process. A revised vision and new objectives were drafted during the last quarter of 2012 for consideration by an Executive Committee sub-group, comprising the senior officers of the Federation. This group met in early January 2013. Based on discussions at this meeting, the draft revised vision and new objectives were refined for consideration by the Executive Committee at a meeting held in Jerusalem in March 2013. Subsequent to this meeting, the revised vision and new objectives were prepared for consideration at the 2013 General Assembly of the Federation.

At all stages in the development process, the members of the Executive Committee were encouraged to act as ambassadors for their respective national associations and to engage in the discussions and debate, having accepted that ownership of the 2013-2017 vision and objectives would be critical to the next phase of the development and enhanced standing of the Federation.

4. VISION & STRATEGIC OBJECTIVES

3.1 Vision and definition

Periodontal health for a better life

Periodontology encompasses the art, science and practice of attaining and maintaining healthy tissues around and supporting teeth and implants to improve oral and general health and well being.

3.2 Strategic Objectives

<i>Focus Area</i>	<i>Strategic Objective</i>
Improved Health	Improve and promote periodontal health as part of oral and general health and well being, by working in partnership with governments, professional bodies, industry, patients, consumer groups and other organisations, as may be required
Education and training	Maintain, refine, harmonise and further develop the high standards for education and training in the art, science and practice of Periodontology and implant dentistry across Europe
Policy	In collaboration with national member organisations, and through strong leadership influence policy at government levels, notably in respect of the general recognition of Periodontology as a dental specialty in the EU
Research	Promote research in all aspects of Periodontology, including implant dentistry, with wide dissemination and application of research findings to enhance patient and public awareness and promote the practice of evidence-based care
Communication	Greatly improve public, professional and policy maker awareness of the importance of periodontal and peri-implant health, and the impact that periodontal and peri-implant disease has on oral and general health and wellbeing.

5. STRATEGIC ACTIONS

The following chapter sets out the actions considered necessary to realise the strategic objectives of the Federation. Once these actions are approved, an implementation plan will be developed. This plan will assign individuals, groups or national associations responsibility for completion of the actions and set out desired timeframes.

Strategic Objective 1: Improved Health

Improve and promote periodontal health as part of oral and general health and well being, by working in partnership with governments, professional bodies, industry, patients, consumer groups and other organisations, as may be required.

- 1.1 Monitor, comment on, and promote responses to the changing periodontal treatment needs in the population
- 1.2 Continue to evaluate and critique contemporary approaches to prevention and therapies funded and practiced in the different EU states
- 1.3 Undertake, with the engagement of young practitioners, workforce modelling relevant to anticipated needs, expectations and demands, with reference to desirable changes in intra- and inter-professional skill mix
- 1.4 Update consensus reports on periodontal health issues in Europe, to include recommendations on necessary healthcare actions.
- 1.5 Encourage and support European and national campaigns to increase awareness and change attitudes and behaviours to periodontal health

Strategic Objective 2: Education and training

Maintain, refine, harmonise and further develop the high standards for education and training in the art and science of Periodontology and periodontal practice across Europe

- 2.1 Refine guidelines for education and training in Periodontology as part of an ongoing process to enhance EU harmonisation and take account of all relevant developments in the field.
- 2.2 Continue to work in partnership with ADEE and other educational stakeholders and regulatory and licensing bodies in dentistry to communicate, promote and implement new and revised guidelines for education and training in Periodontology.

- 2.3 Engage with the European Dental Students Association and other young dentist groups and related bodies to seek feedback and input to further developments to educational guidelines
- 2.4 Encourage more universities and health institutions and agencies across Europe to establish high quality postgraduate programmes suitable for EFP programme accreditation, and thereby become centres of excellence in Periodontology
- 2.5 Strengthen the recognition of the need for, and the provision of quality assured continuous professional education (CPE)/ continuing professional development (CPD) in Periodontology with special emphasis on evidence-based prevention, periodontal assessment, diagnosis and treatment planning

Strategic Objective 3: Policy

Influence policy through strong leadership at European and national government levels, notably in respect of the general recognition of Periodontology as a dental specialty in the EU

- 3.1 Overcome the barriers to the general recognition of Periodontology as a specialty in Europe.
- 3.2 Communicate and provide leadership in promoting the rationale and benefits of the recognition of Periodontology as a specialty to governments, regulators, licensing bodies and policy makers across Europe
- 3.3 Implement, with the engagement of the national association members, the EFP strategy for the general recognition of Periodontology as a specialty in the EU
- 3.4 Work with all relevant stakeholders in planning the introduction of Periodontology as a specialty across Europe
- 3.5 Establish a platform to engage young practitioners in EFP activities through leadership by example, succession planning and the promotion of the interests of potential future opinion leaders of the specialty
- 3.6 Establish a 'periodontal health for better life' awareness day in Europe

Strategic Objective 4: Research

Promote research in all aspects of Periodontology, including implant dentistry, with wide dissemination and application of research findings to enhance patient and public awareness and promote the practice of evidence (value)-based periodontal care

- 4.1 Identify new research areas in Periodontology in the EU, including multidisciplinary research , spanning all relevant aspects of healthcare provision

- 4.2 Encourage new investigators in Periodontology to pursue a career in research
- 4.3 Encourage the creation of periodontal research networks in, between, and across EU states
- 4.4 Endorse the work of researchers in securing funds to pursue and promote research in Periodontology
- 4.5 Devise new systems to disseminate, and encourage the application of research findings
- 4.6 Develop systems to interest the media and policy makers in research findings in Periodontology
- 4.7 Create research opportunities through EFP mechanisms and activities

Strategic Objective 5: Communication

Greatly improve public, professional and policy maker awareness of the importance of periodontal and peri-implant health, and the impact that periodontal and peri-implant disease has on oral and general health and wellbeing.

- 5.1 Develop a communication strategy which engages and informs existing and potential future members of the Federation, with opportunity for comment, feedback and interaction
- 5.2 Develop a strong presence in the popular dental press at national, European and international levels through regular press releases, news items, the provision of opinion articles, comments, letters to editors and abstracts of articles published in the Journal of Clinical Periodontology, involving investment in professional relations capacity
- 5.3 Improve communications with policy makers, funders of oral healthcare provision, educational providers, patient groups, students and other groups important to the continuing growth and success of the Federation
- 5.4 Develop an integrated strategy for public communication and dissemination of evidence based information concerning the nature of periodontal diseases, their impact upon oral and general health and wellbeing, and their management.
- 5.5 Review the branding and promotion of the Federation with a view to enhancing its image and standing.

6. IMPLICATIONS

Introduction

The vision and objectives set for the EFP in 2008 were ambitious and challenging, but realistic; they reflected a desire by the EFP to move from an organisation that had been successful in achieving the wishes of existing members to an internationally recognised, driving force in Periodontology. The risk taken to realise the 2008 vision and objectives were, in hindsight, fully justified, with the prospect of further benefits beyond those realised to date.

In 2012, given sound financial management, the strong support of EFP Partners, and the continued success of the EuroPerio meetings, the EFP is well positioned to move on to the next phase of its development. The 2013-2017 vision and objectives, like those set in 2008, are ambitious and challenging, but, given their nature, they are unlikely to be achieved without the appointment of more executive officers with specific skills and experience. The EFP must, however, remain a Federation of member national societies, managed by elected members, “professionally led and administratively supported”, rather than managed by executive officers.