



Strategic Plan

2017-2021

Letter from the President and Secretary General

The EFP has grown and succeeded in becoming a leading authority in Dentistry in Europe and beyond, largely because of exemplary co-operation between independent national societies and a deep conviction amongst its member societies that the federation, will continue to fulfil its leading role in the field of periodontology and implant dentistry.

The EFP's constitution was created on 12th December 1991 by eleven pioneer national societies of periodontology (Belgian, British, Dutch, French, German, Irish, Italian, Portuguese, Spanish, Swedish and Swiss), and in 2016 we celebrate our 25th anniversary. The EFP now has 24 full members and five associate members. Much has changed over the last 25 years in terms of the evolution of periodontal science and clinical practice, and we also need to stress the importance of periodontology in relation to oral health, general health and well-being. These 25 years have been marked by many successes. The triennial EuroPerio congress is the world's leading conference in Periodontology and Implant Dentistry; the *Journal of Clinical Periodontology* is one of the most respected scientific journals in the dental world and has a consistently high impact factor; and the European Workshop in Periodontology (EFP Perio Workshop) brings together the world's top experts to carry out systematic reviews of the latest periodontal science, which underpin the development of consensus statements. These three brands are recognised globally.

There is a clear "EFP spirit" which pervades all we do us and keeps all our national societies joined. The scope of the federation has become global: it is an umbrella organisation that has become a real benchmark in periodontology across the world while also recognising the role of our national societies as conduits for our work in each individual country. The EFP is a clear demonstration of the truth that the whole is much greater than the sum of the parts.

It is because we all wish to move forward together, working and developing periodontology under the umbrella of the European Federation of Periodontology,

that a new strategic plan becomes necessary. Two strategic plans have already been accomplished and the EFP Executive Committee met in Amsterdam on 17 June 2016 to discuss proposals for a third plan. If we had to define in few words the new strategic plan, it would be a plan that embraces: GLOBALISATION, PROFESSIONALISM and AWARENESS. This new plan will continue to be guided by the EFP vision of 'Periodontal health for a better life' and the following five strategic objectives:

- **Health and well-being:** Improve and promote periodontal health globally as part of oral health, general health and well-being.
- **Education and training:** Maintain and develop the highest standards of education and training.
- **Policy:** Influence policy at national and international level (e.g. WHO, IDF).
- **Science:** Promote and embrace excellence in research in all aspects of periodontology and implant dentistry.
- **Awareness:** Effective communication internally (within the EFP and between the EFP and the national societies) and externally (e.g. partners, other stakeholders).

We would like to finish this letter by thanking all the people who have participated not only in the execution of this new strategic plan but also in the previous two, and especially to those pioneers who, twenty-five years ago, had the vision of creating this fantastic and professional federation of national societies. They know who they are.

With our best personal enthusiasm,

Juan Blanco
EFP President

Iain Chapple
EFP Secretary General

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1. INTRODUCTION

1.1 What is Periodontology?

Periodontology is the scientific study of the periodontal and associated tissues which support the teeth within the jawbones. The scope of periodontology is substantial given its broad biological base, involving most medical disciplines, including microbiology, immunology, histopathology, pharmacology, molecular biology etc. Over the last two decades the scope of periodontal research has naturally extended to include those tissues that surround and support dental implants. The clinical practice of periodontology is sometimes referred to as “periodontics”. However, “periodontal practice” better represents the scope of the discipline, and in keeping with this, “implant dentistry” incorporates the clinical management of dental implants, as well as covering dental “implantology” as a scientific discipline.

Whilst there are several forms of periodontal disease, the two most prevalent are inflammatory in nature and termed gingivitis and periodontitis. Gingivitis is a largely reversible inflammation of the gingival soft tissues. It is a precursor to, and pre-requisite for periodontitis. Periodontitis destroys the attachment apparatus of the tooth including the alveolar bone, resulting in tooth loss. Periodontitis is also inflammatory in nature and, alongside dental caries the most common disease of humans, affecting 50% of adults and 60% of those over 60-years of age. Severe periodontitis affects 11.2% of adults globally. It is a major cause of tooth loss and associated health issues such as reduced nutrition, low self-esteem/confidence and reduced quality of life. Severe periodontitis is the sixth most common disease of humans. It is independently associated with the majority of chronic non-

communicable diseases of ageing and premature mortality. Severe periodontitis therefore presents a significant healthcare, social and economic burden.

Periodontitis is both a source and a consequence of social inequality across the world. It impacts negatively upon the broader economy of all countries. In 2008, for example, the total public healthcare budget in the UK was approximately £60billion , and the cost of periodontal diseases to the UK economy that year was estimated as £2.8billion (ATP Consulting 2008).

Patients vary in their susceptibility to periodontitis. Risk assessment underpins preventive oral care and must be individually tailored. Currently, periodontitis is an incurable disease. It can, however, be managed and stabilised, such that teeth may be retained for life. The success of treatment requires patient engagement in behaviour change and a lifelong commitment to controlling their risk factors, with support from the oral healthcare team. Treatment is not overly complex or expensive and is successful in the majority of cases, resulting in tooth retention, improvements in self-esteem, quality of life and wellbeing. It has been shown to reduce the cost of medical care in certain groups where periodontitis is a co-morbidity.

The European Federation of Periodontology (EFP) is a Federation of national societies. The purpose of the Federation is to reduce the impact of periodontal and peri-implant diseases on individuals and upon society, with the aim of improving oral and general health and wellbeing. Whilst the EFP has industry partners who support the much-needed educational outreach activities and public awareness campaigns of the Federation, the EFP is completely independent and does not endorse any company, company policy or product. Independence and objectivity are core tenets of the EFP.

1.2 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 1990. A constitution including the Rules and Procedures for the European Federation of Periodontology (EFP) was proposed at this meeting. The Rules included the following:

- The 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 - the General Assembly (GA)
- The EFP GA 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 societies of Periodontology, comprises 24 full members and 5 associate members. EuroPerio meetings are held every three years and have become the global benchmark, attracting 10,000 attendees to London for EuroPerio 8 in 2016. 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. The EFP celebrated its 25th anniversary in Berlin on 23rd April 2016.

1.3 Purpose of the EFP

The prime purpose of the EFP is to provide pan-European, and as appropriate, global leadership in the promotion of Periodontology, specifically periodontal health and, in turn, oral and general health and wellbeing 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 healthcare 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, in particular, the dental industry
- Publishers and all those involved in the dental and related press

In its 25-year history, the EFP has developed into an umbrella organisation for 30 national societies of Periodontology, which have a collective membership of over 13,000. The Federation runs the internationally acclaimed EuroPerio meetings once every three years, with an attendance typically in excess of 9,000. 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 implant dentistry, and as a showcase for state of the art,

techniques, instrumentation, devices and materials. The EFP also produces the *Journal of Clinical Periodontology* (JCP), 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 the hosting of annual European Workshops on Periodontology. These consensus workshops, which have a global impact, focus on key issues in Periodontology and implant dentistry. An EFP Masterclass runs every two years between EuroPerio congresses and is a focussed meeting held in a city location that is unable to accommodate a full EuroPerio congress. The first EFP masterclass was held in Paris in 2014 and the second will be in Malta in 2017, hosted by the Turkish Society of Periodontology. The EFP communicates with its members and provides public information via the EFP website and Federation Newsletters. The JCP Digest was created in 2014 to disseminate vignettes of research from the JCP in a form that is digestible for general practitioners. The Digest is translated into five European languages. Additional complementary initiatives are planned by the Scientific Advisory Committee.

1.4 Background to the present Strategic Plan

Since its foundation in 1990, the EFP has grown from 11 to 30 (full and associate) 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. 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 review its structure in looking beyond the vision and strategic objectives set out in the first (2008-2012) strategic plan. The second, strategic plan (2013-2017) covered a period of substantial growth in EFP activities and public awareness initiatives, as well as re-branding through the development of a new website, increasing professionalization with the engagement of Nitida for internal and external communications, the fulltime employment of the European Co-ordinator, and in May 2016 the appointment of a Director of Operations. The development of the third and current plan commenced in the second quarter of 2016. This plan is intended to set the direction of the organisation over the period of 2017- 2021.

1.5 Challenges for the next 4 years

The EFP has undergone a rapid expansion in outreach activities during the last years, specifically in communications, heightening public and political awareness, and in the dissemination of oral health messages to patients and the public. The need for professional support to sustain and further develop this expansion was identified by the senior officers and committees of the EFP. The quantum of activity identified for 2016-17 and the present plan has to be delivered within a tight financial envelope. This challenge creates a tension between realising the goals of the EFP and affordability. This tension needs to be carefully managed. Each project identified within the present plan will become the responsibility of an EFP committee, with a budget agreed with the EFP Treasurer. Each committee will identify the actions necessary to deliver its delegated strategic objectives, and will map these against timelines to help monitor and track progress.

2. ENVIRONMENTAL CONTEXT

The EFP is the leading learned society in the field of Periodontology. The EFP, with its wide-ranging activities and reputation for excellence, 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), the Association for Dental Education in Europe (ADEE) and kindred organisations such as the European Academy of Paediatric Dentistry and European Endodontic Society.

Many factors influence the activities and direction of travel of the Federation. These include, in no particular order:

- Political, social and economic changes in Europe which affect the professional environment
- Strategic changes, funding arrangements and advances in healthcare across Europe and beyond
- The impact of change in population demographics, notably the increase in the proportion of older individuals, most of whom are retaining more teeth for longer, and increases in the prevalence of Type 2 diabetes
- Recognition of the importance of oral health, in particular, a healthy periodontium to general health and wellbeing

- Changes in patient behaviours and consumer group attitudes to periodontal health, and the influences of these changes on general health and wellbeing
- 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
- Growth in awareness of the importance of inter-professional working in future healthcare provision
- 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 and implant dentistry
- The heterogeneity of the recognition and regulation of Periodontology as a speciality across Europe, despite widespread support for greater harmonisation

3. THE EFP STRATEGY DEVELOPMENT PROCESS

The EFP was, in large part, successful in delivering its 2012-2017 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 (2021) and articulate objectives to realise its vision of *Periodontal Health for a Better Life*.

The Core Executive Committee of the Federation met in Amsterdam on 17th June 2016 to begin this process (Juan Blanco, Iain Chapple, Joerg Meyle, Soren Jepsen, Gernot

Wimmer, Anton Sculean, Filippo Graziani, Mariano Sanz and Sharon Legendre). A revised vision and new objectives were drafted during this meeting and were further developed at a Core EC meeting in Lisbon in October 2016. Based on discussions at this meeting, the draft revised vision and new objectives was finalised and presented to the GA in Santiago de Compostela in April 2017.

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 2017-2021 vision and objectives would be critical to the next phase of the development and enhanced standing of the Federation.

4. VISION & STRATEGIC OBJECTIVES

4.1 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 dental implants to improve oral and general health and wellbeing.

4.2 Strategic Objectives

Focus Area

Strategic Objective

Improved Health and Wellbeing

Improve and promote periodontal health globally as part of oral and general health and wellbeing, ensuring social and economic inclusion, by working in partnership with patients, governments, professional bodies, industry, consumer groups and other organisations.

Education and training

Maintain, refine, harmonise and further develop the highest standards of education and training in the art, science and practice of Periodontology and implant dentistry.

Policy and Influence

In collaboration with national member organisations, and through strong leadership, influence policy at national and international levels, including the recognition of periodontal diseases as a public health problem and a source and consequence of social inequality. The recognition of Periodontology as a dental specialty in the EU is an important aspect of this mission.

Science and Research

Promote research in all aspects of Periodontology, including implant dentistry, with global dissemination and application of research findings to enhance patient and public awareness and promote the practice of evidence-based care and, in turn, enhanced clinical outcomes.

Communication and Awareness

Develop and maintain effective communication channels internally and externally to improve public, professional and policy maker awareness of the importance of periodontal and Peri-implant health, and the impact that periodontal and Peri-implant diseases have on oral and general health and wellbeing.

5. STRATEGIC ACTIONS

The following actions are 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 the responsibility for completion of the actions and set out desired timeframes.

Strategic Objective 1: Improved Health and Wellbeing

Improve and promote periodontal health globally as part of oral and general health and wellbeing, ensuring social and economic inclusion, by working in partnership with patients, governments, professional bodies, industry, consumer groups and other organisations.

- 1.1 Promote the maintenance of periodontal health at all ages to increase tooth retention and improve general health and wellbeing.
- 1.2 Increase awareness of the impact of periodontal disease upon oral health, tooth loss, nutrition, self-confidence/esteem, general health and quality of life.
- 1.3 Campaign to embed periodontal health as an integral element of general health and wellbeing by growing collaborations with expert groups with special interests and expertise in associated chronic non-communicable diseases.
- 1.4 Improve surveillance of the global disease burden of periodontitis and its socio-economic impact in an increasingly ageing population with multi-morbidity.

- 1.5 Recognise and communicate the impact of peri-implant diseases as an emerging public health problem, to patients, the profession, public health organizations and the dental industry, with a view to priority being given to developing more effective means of preventing and managing these diseases.

Strategic Objective 2: Education and training

Maintain, refine, harmonise and further develop the highest standards of education and training in the art, science and practice of Periodontology and implant dentistry.

- 2.1 Disseminate to all dental schools in Europe, with the help and local knowledge of national societies of Periodontology, EFP primary dental degree competencies and curriculum guidelines, with the aim of enhancing the harmonisation of learning, teaching and clinical instruction outcomes in Periodontology amongst new dental graduates across Europe.
- 2.2 Support the development of graduate training programmes in Periodontology and Implant Dentistry across Europe, according to the EFP postgraduate competency and curriculum guidelines.
- 2.3 Promote EFP accreditation of postgraduate periodontal programmes in order to establish a common standard across Europe (mentor system).
- 2.4 Develop and market a portfolio of e-learning resources, primarily aimed at general dental practitioners (GDPs), but with applications in the training of other healthcare professionals, including doctors and pharmacists.

Strategic Objective 3: Policy & Influence

In collaboration with national member organisations, and through strong leadership, influence policy at national and international levels, including the recognition of periodontal diseases as a public health problem and a source and consequence of social inequality. The recognition of Periodontology as a dental specialty in the EU is an important aspect of this mission.

- 3.0 Develop and Implement an EFP Code of Ethical Conduct

- 3.1 Continue to pursue the recognition of Periodontology as a specialty in Europe by encouraging more EU countries to independently recognise and importantly, regulate Periodontology as a specialty.
- 3.2 Develop a network of professional alliances with international healthcare organisations (e.g. WHO/ FDI/ ECD/ European Platform for Better Oral Health) with the goal of periodontal health being recognised as an integral component of general health and wellbeing.
- 3.3 Continue to lobby public health organisations (e.g. WHO/ EU) and policy makers to embrace periodontal health as a significant public health issue.
- 3.4 Encourage and support national societies of Periodontology to continue, and wherever possible expand dialogue with their national competent authorities, and to ensure that national issues are taken into account in EFP policy making.

Strategic Objective 4: Science and Research

Promote research in all aspects of Periodontology, including implant dentistry, with global dissemination and application of research findings to enhance patient and public awareness and promote the practice of evidence-based care and, in turn, clinical outcomes.

- 4.1 Promote the development of knowledge and the evidence base in Periodontology through EFP expert workshops on relevant topics in the field.
- 4.2 Promote periodontal research of international importance and significance at the European level by identifying research priorities and facilitating the development of competitive consortia in search of European funds.
- 4.3 Promote periodontal research of international importance and significance at the European level by facilitating the establishment of alliances with relevant foundations, industry and other funding agencies that support oral and dental research.
- 4.4 Promote periodontal research among the young dentists and their dental teams by developing prestigious awards (prizes for publications, research presentations etc...) and establishing a mentoring scheme.
- 4.5 Establish a European Observatory (EFP Brussels) as the authoritative and competent source of robust information on periodontal and peri-implant diseases.
- 4.6 Disseminate the results of research globally in all EFP communication formats and EFP activities.
- 4.7 Explore the creation of an EFP Foundation as a source of funding for research and related activities.

Strategic Objective 5: Communication and Awareness

Develop and maintain effective communication channels internally and externally to improve public, professional and policy maker awareness of the importance of periodontal and Peri-implant health, and the impact that periodontal and Peri-implant diseases have on oral and general health and wellbeing.

- 5.1 Further develop the role of the EFP as the global authority in Periodontology and implant dentistry.
- 5.2 Develop a four-year programme of engagement and communication with and between national societies of Periodontology to improve collegiality and efficient use of resources.
- 5.3 Establish and support a new “European Projects Committee” to harmonise major EFP projects with those of national societies, thereby improving communication with those societies.
- 5.4 Develop specific strategic programmes with EFP partners to communicate the outputs of core EFP activities for the benefit of patients, the public and professional bodies, in coordination with the national societies of Periodontology.
- 5.5 Build a network of partnerships with other healthcare stakeholders.
- 5.6 Build upon the success of the European Day of Periodontology.
- 5.7 Strengthen the governance and the utility of the EFP Brand design.

6. IMPLICATIONS

The EFP has made substantial progress in recent years significantly improving its global reach via external communications and through various outreach campaigns

under the vision of 'Periodontal health for a better life'. We have started to raise awareness with policymakers and the public and initiated collaborations with partner health organizations in order to make significant advances in leading the global scientific discussion about periodontal science.

Nevertheless, the ethos and philosophy of the EFP, being a Federation run by us as professionals continues to create logistical challenges as exemplified below:

- Continue to engage and drive to action a 'voluntary' Scientific Community often very busy with their practices, day to day professional/academic engagements;
- Involve more the National Societies and make them feel part of this community;
- Find enthusiastic young leaders of the future that will assure the continuity of the Federation and offer them challenging new projects;
- Diversify the EFP activities, allowing a more stable financial future;
- Maintain a high quality scientific journal, workshops and scientific congresses;
- Continue to professionalize our administration according to affordability to help deliver our business continuously rather than in peaks and troughs and to improve internal communication.

This 2017-2021 Strategic Document sets out a realistic plan for the next 4 years and we hope it will help the EFP to realise its stated goals.

9. IMPLEMENTATION PLANNING & MONITORING

This Strategic Plan will only be successful if the different EFP Committees turn this strategy and plan into specific, measurable, achievable, realistic and timed (SMART) actions. The implementation planning process requires, therefore, to identify clearly the "who, where, when and how" for each Strategic Objective that is set in the present document.

In this sense, the five focus areas outlined in the present document will require specific implementation plan.

Each focus area should have a 'leader' that may or may not be the chair of the relevant Committee. The EC has proposed the leader for each Focus Area in an Implementation Plan, drafted in October at the Lisbon Core EC meeting.

The role of the leader will be to evaluate the strategy set for his/her focus area, review it, highlight any element of the area that might be especially challenging and recognize any part that might be unrealistic or excessive in cost either with respect to time or money. They will then establish a team to create feasible actions and name a responsible officer for each action.

The Focus area implementation plan should list the actions, the names of the people responsible for implementing each action and set an achievable and coherent timeline for each action planned.

As alluded to in section 8, the challenge should be to engage motivated professionals in each section of the Strategic Document and ensure that they report to their leader's the progress made in their different duties and actions. The role of the different EFP Committee Chairs, whether or not they are leaders of an area, will be crucial in order to establish regular progress reports to the EC.

In May 2016, a Head of Operations was appointed and it is part of her duties to help the EC contact the relevant Committees, help them to determine the leaders of each Focus Area, ensure they set actions and timelines and report regularly to the EC. She will implement a reporting process that will allow the professionals to feedback to the EC regularly.

The Head of Operations will inform the EC about progress in the implementation of specific activities and involve the Secretary General when potential problems or concerns are identified.

The implementation plans should be ready by the time of the 2017 GA such that when the new Strategic Plan is approved, there will be no delay in its implementation.