

BAPRAS Strategic Review

2018- 2023



BACKGROUND

In 2018, BAPRAS undertook a strategic review. With the help of the National Council for Voluntary Organisations (NCVO), an appraisal of all areas of the Association was undertaken, with input from members and staff at all levels, culminating in an away day in September 2018.

Following this away day, six key areas for development were identified and work has been ongoing since then to put plans into place to develop the way the Association works, and the areas that it works in. It was intended that this development plan would cover the years from 2018-2023.

Plans started in earnest in 2019, and while COVID hampered formal progress in 2020 and 2021, much organic change happened within the framework of the key development areas. Since the start of 2022, Council and committees have been working on development of the 'missing pieces', which we plan to put into action in 2023.



THE AIMS

AIM 1 - RENEW OUR OFFER TO MEMBERS

AIM 2 - STRENGTHEN THE EVIDENCE BASE FOR PLASTIC SURGERY

AIM 3 - CHAMPION THE ISSUES OF MEMBERS TO DECISION MAKERS

AIM 4 - ENSURE THE PUBLIC MAKES INFORMED DECISIONS ABOUT THEIR SURGERY

AIM 5- BUILD STRONGER PARTNERSHIPS WITH OTHERS

AIM 6 - BE AN EFFECTIVE, WELL-MANAGED AND BETTER GOVERNED ASSOCIATION



AIM 1 - RENEW OUR OFFER TO MEMBERS

We will refresh and enhance our membership offer and structure to be of greater value to our members. We will foster a community among our members, providing networking opportunities, and launch a package of wellbeing support.

What we have done

- We have significantly shortened the application process, particularly for Full Membership, with changes to application forms, and a new election process allowing Full Members to be appointed three times per year, compared to twice previously.
- To improve what we offer to our Full Members, we have been running webinars on topics of specific interest to the Consultant body. These have included a series focused on the COVID pandemic, pension information, and supporting trainees in the exam.
- We continue to fund PLASTA, who are supporting trainee members with events and a mentoring scheme
- We froze membership subscription fees at 2018 levels

Our plans for 2023

- We will be reviewing the benefits available for each membership category and the relative fee structure
- Our meetings will become significantly cheaper for Members: From the start of 2023, Members will enjoy a reduction in registration fees of between 30 and 50% on the 2022 prices (dependent on category)
- We have started a mentorship scheme for Consultant Members, allowing more experienced consultants to support those just starting their career. Training for both mentors and mentees will be kicked off in the New Year, and we hope to expand this in time to trainees who are coming to the end of their specialist training.
- While opportunities for networking have been limited in the past few years, we hope to reinvigorate our social side, by improving social opportunities at the events we run. This has started with the inclusion of networking drinks in the programme for Advanced Educational Courses, and an enhanced social programme for Congress
- We are running a 'wellbeing weekend' in September 2023- an opportunity for all members to get together socially, over a weekend, to socialise and network in a relaxed setting

AIM 2 - STRENGTHEN THE EVIDENCE BASE FOR PLASTIC SURGERY

We will keep members up to date with the latest research and practice, through our journal (JPRAS), through a new platform for e-learning, and through world leading events. We will support the needs and aspirations of members at all stages of their career.

What we have done

- We have reinvigorated the Scientific Meeting structure. Dropping down to one meeting a year, and integrating more novel content, such as practical sessions, and improving our programme creation procedure to involve more people. While these changes had been planned for 2020, the implementation of national lockdown made this difficult. We are hoping to forge ahead with improvements to the way we run our scientific meetings from here onwards.
- We have implemented a new series of events for trainees, our National Teaching Programme. This is intended to supplement local teaching, providing a half-day webinar once a fortnight for all Specialist Trainees, not just those that are members of BAPRAS. This is now in its second cycle of webinars, running from May 2023- December 2025
- We have built on the strong foundations of eLPRAS, with a new leadership team, and improved working with the BAPRAS SIAG leads, to finish the work started on this project. We intend on continually reviewing eLPRAS to ensure it is fit for purpose and user numbers are increasing.

Our plans for 2023

- Our research committee has been working on ways to better communicate the latest academic literature and research to members. This includes SIAGs to curate the most relevant items across subspecialties for a quarterly collection of articles. A connection is being made with the RCS England Plastics and Reconstructive update; and providing access to relevant non-JPRAS journals.
- We will be building our relationship with the RSTN and Royal College of Surgeons of England with regards to this, as well as improving information that is available on our website.
- We will be supporting members to grow research activity by supporting submission of new research questions to the National Institute of Health and Care Research (NIHR) using the PICO format.
- The Education Committee will be reviewing events that BAPRAS currently organises and identifying gaps to enable the setup of new courses appropriate for our current membership base.



AIM 3 - CHAMPION THE ISSUES OF MEMBERS TO DECISION MAKERS

We will have a stronger focus on lobbying and advocacy, proactively engaging on the issues that affect our members and amplifying their experience on the ground to decision-makers.

What we have done

- We have expanded the role of the old 'Special Interest Groups', with these becoming 'Special Interest and Advisory Groups' (SIAGs). Members are encouraged to join a group/groups that they have a subspecialist interest in and to participate in conversations with group members. SIAGs will, in time, cover the full breadth of the specialty and new groups are being added frequently. The SIAGs will lead the conversation in policy making/guideline setting and will act on behalf of the Association in this capacity.
- We have proactively worked to make changes to the breast TIG Fellowship, and have been vocal in standing against the proposal that breast surgery be made its own surgical specialty.

Our plans for 2023

- We are planning more SIAG events, either in person or as webinars, over the course of 2023, as well as reassessing how SIAGs communicate with each other.
- We will be instigating 'grass roots' discussions to gauge the opinions of members on a wide range of topics, which we will use to decide on issues on which to proactively engage with policy makers
- We will make steps towards more agile decision-making processes for Committee and Council, improving the ability to make decisions outside of formal meetings, while retaining methods to gather consensus from members of the relevant groups.



AIM 4 - ENSURE THE PUBLIC MAKES INFORMED DECISIONS ABOUT THEIR SURGERY

We will be more public facing, supporting and guiding the public to make informed surgical decisions. We will be a hub of trusted information regarding plastic surgery and provide information, advice and guidance at the time people need it.

What we have done

- Reviewed our social media and external communications focus. It has been agreed to continue to focus our external efforts on ensuring public safety, highlighting areas of plastic surgery which the public may not be aware of and promoting new research.
- We have strengthened the relationship between comms and the SIAGs, inviting a different SIAG each month to act as a focus topic area, and building articles to pitch to press based on this.
- We have rebranded the 'patients' section of the website to 'public information hub' to give a clear signpost for any person who wants to find out more about plastic surgery
- We have been highlighting the history of the specialty, with monthly pieces focusing a variety of topics.
- We worked with Brest Cancer Now on the 'Press Play' report, surrounding getting breast cancer services back on track
- We have worked proactively with the media to promote positive stories on plastic surgery, including calls for warning labels on sunbeds, highlighting the postcode lottery around lymphoedema, and promoting our work with surgeons in Ukraine
- We have reviewed our social media channels, and have worked to improve our reach on Instagram

Our plans for 2023

- We will be reviewing all patient information guides and information in the 'think over before you make over' campaign, as well as looking to expand our range of online patient information guides to cover more procedures
- We will launch our virtual museum in Autumn 2023, which will aim to give the general public a better understanding of the history and roots of plastic surgery, to change current perceptions, and move the focus away from the aesthetic.
- We will look to attend events outside of the medical community to raise awareness of BAPRAS, plastic surgery and our key campaigns
- We will be developing more video content for Instagram





AIM 5- BUILD STRONGER PARTNERSHIPS WITH OTHERS

We will develop stronger relationships with other associations, through joint meetings, a formal network of associations and renewed collaboration. We will encourage the next generation of consultants – and better include trainees in our work – by fostering a long-term relationship with PLASTA.

What we have done

- Plans are underway to run a joint meeting in the Netherlands in June with the Dutch Association of Plastic Surgeons
- We have renewed our relationship with the Scar Free Foundation, with reciprocal membership of our research committee, and better links between our representatives on the Foundation's research council.
- We have built in a process to offer reciprocal membership of PLASTA to all BAPRAS trainees
- We continue to assist PLASTA in the running of, and financial support for their winter congress
- We are working with ISAPS to provide access to their Residents' Fast Track membership scheme
- We have set up Memoranda of Understanding with the Italian and Kuwait Associations of Plastic Surgery to share information and best practice, and will look for opportunities to improve our outreach in other countries

Our plans for 2023

- Our 2023 congress will be subtitled 'Interface'. We will be working with a range of partner organisations to develop the conference programme for this event
- We will be undertaking a worldwide stakeholder review, ascertaining organisations that we would like to foster stronger relationships with
- We will be partnering with the Irish Association of Plastic Surgeons to offer a fellowship to trainees from Britain and Ireland, to be known as the 'Carpue Keegan' fellowship
- We will be looking to raise awareness of BAPRAS at all levels, including attendance of subspecialty association conferences and working with PLASTA to build awareness from medical student level, upwards.

AIM 6 - BE AN EFFECTIVE, WELL-MANAGED AND BETTER GOVERNED ASSOCIATION

We will strengthen our governance and ensure we are an effective organisation that best serves the interests of our members. We will use new technology to connect, educate and engage with our members. We will consider our structure, decision-making processes and the role and functions of officers to enable members to be more involved in decision-making processes.

What we have done

- In 2022, the secretariats of BAPRAS and BSSH were formally split, giving BAPRAS its own, specific administrative team. Opportunity was taken at this time to review the structure of the secretariat, and a team of eight is currently in place, with support from external consultants on specific areas.
- The Secretariat moved to new offices in the redeveloped Royal College of Surgeons of England building in 2020. At this time, all staff policies were reviewed and a better flexible working arrangement was introduced
- A new CRM was integrated in 2020. This allowed much greater internal control of systems, and proved fruitful, with the new CRM being used to support the National Teaching Programme (introduced in 2021), as well as to redevelop the application system for bursaries and fellowships.
- We have redeveloped the training that is available to Trustees



Our plans for 2023

- Committees and Council are taking steps towards being more inclusive, with provision planned for nurses and SAS doctors to be included in Committees.
- We are planning on improving patient representation on committees and Council
- Members will have more opportunities to get involved with the work of Council with plans being made to offer 'members question time' within every Council meeting
- We will be improving the trustee 'on boarding' process, to better support incoming Trustees