



Strategic Plan 2023-26

Foreword

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BAUS is a professional membership association and a registered charity. It exists to promote the highest standard in the practice of urology for the benefit of patients by fostering education, research and clinical excellence. Patients are the ultimate beneficiaries of the work the Association does.

Urologists and urological teams treat a broad spectrum of conditions across all age groups - including three of the ten commonest cancers (prostate, kidney and bladder) as well as a wide range of benign conditions such as male sexual health, urological problems of childhood, lower urinary tract symptoms, urinary tract stones and incontinence.

BAUS has 2000 members based primarily in the UK. Members include consultants, SAS / LED doctors, trainees, medical students and allied health professionals. The motto of BAUS is 'united strength is stronger' and our strength continues to derive from the commitment and support of our members who make BAUS their professional home.

Since the publication of the Association's last Strategic Plan, the medical, political and social landscapes in the UK have been fundamentally re-shaped - including by the challenges of COVID-19. It is therefore imperative that BAUS has a clear focus for the next four years to ensure the Association remains relevant to our members and services they provide for their patients.

The 2023-2026 Strategic Plan has been informed by valuable input from a member survey undertaken in the summer of 2022. The survey highlighted three core themes - membership, education and the provision of urological care (including workforce) and we are very grateful to everyone who responded. A two-day meeting of BAUS Council was held in September 2022 and the survey responses gave an important focus for discussions about our future priorities and the articulation of strategic outcomes for each theme. These outcomes, which underpin the Association's Vision and Mission, were presented back to BAUS Council in January 2023. They will inform and guide our activities for the next four years - spanning the tenure of our respective Presidential terms - thereby providing important continuity and stability.

Our Vision:

All those involved in urology are supported to deliver excellent care.

Our Mission:

To promote the highest standard in the practice of urology for the benefit of patients by fostering education, research and clinical excellence.

Three Key Strategic Themes

1. Membership

OUTCOME

That those delivering urological care become active members of BAUS at all stages of their careers so enabling BAUS to be relevant, representative, inclusive and effective.

CONTEXT

The importance of community, and the role BAUS can play in fostering and supporting a professional community and home, has been a recurring theme in the development of this Plan.

BAUS will actively encourage those who deliver care to urological patients to join the Association and enable their engagement across the range of our professional activities.

Our 2020 Strategic Plan said we would “consider broadening membership to include all those involved in treating urological patients - including nurses and other healthcare professionals”. In 2022 we opened membership to any individual in urological practice who is interested in promoting the Objects of the Association. This has been an important step in the development of our Association and one we will build on over the next four years.

We understand the reasons for joining BAUS vary from person to person. Underpinning the strategic workstreams to support Membership (outlined below) we need to define, and communicate clearly, the value and benefits of being a BAUS member.

BAUS is only as strong as the engagement of our members. In order to be effective, we must be an inclusive and representative organisation and important work continues through our Widening Participation 10-Point Plan - including SAS@BAUS which was set up to offer career support and guidance for BAUS members who are Specialty and Associate Specialist doctors or Locally Employed Doctors.

STRATEGIC WORKSTREAMS 2023-2026

(shown in order of having biggest impact in contributing to the above Outcome):

- a. Recruiting non-members and past members (surgeons)
- b. Membership retention
- c. Membership pricing model and how it is communicated (including widening the gap between members and non-members around meeting registration fees, access to BAUS events etc).
- d. Creating and promoting engagement opportunities for members in BAUS activities
- e. Recruiting non-members (Allied Healthcare Professionals) to offer a professional home.

2. Education

OUTCOME

That members are supported to access lifelong learning in urology.

CONTEXT

Education has been described as the 'heartbeat' of BAUS. Of the three strategic themes in this Plan - education is overarching; it is our core business. BAUS' current education portfolio spans the breadth of a career in the specialty - offering essay and audit competitions for medical students and trainees, examination revision courses, webinars

& podcasts, targeted sub-specialty meetings and a three-day annual scientific meeting.

The COVID pandemic drove change and innovation in the delivery of education, and it is now timely to review our education offering to ensure it continues to be relevant, accessible and valued by those who access it.

Considerations will include how BAUS can:

- best tailor the education offering according to what is most needed.
- most effectively support the development of skills and knowledge for urologists, and allied health professionals, by providing relevant educational materials and events to underpin the delivery of excellent care.
- improve digital education materials to make them more user-friendly.
- build strategic partnerships to ensure best use of our unique clinical expertise in the field of specialty education.
- monitor and measure audience engagement to continually inform our education programmes.

In parallel with an education review, our Education Leads for Specialist Trainees, Core and Foundation Trainees and Medical Students will continue to facilitate the planning and coordination of an extensive educational programme.

EDUCATION REVIEW

Building on the discussions at the BAUS Council meeting in September 2022, further work will be done in relation to BAUS education including a review of:

- a. Which aspects of urological education are unique to BAUS.
- b. Who the customers are and what do they need.
- c. What educational content is available and who is offering it.
- d. BAUS' online education materials /content and how this content can be further used to meet educational needs of members.
- e. Where (and what) the gaps are.
- f. The oversight structure for education.

3. Provision of Urological Care

OUTCOME

BAUS' professional expertise is harnessed to contribute to equitable access to urological care for all patients in the UK.

CONTEXT

The demand for, and pressures on, health services in the UK continue to grow and have been exacerbated by the impact of the COVID-19 pandemic. In addition to the financial constraints within the NHS, there is also a shortfall in the surgical workforce required to deliver services. BAUS publishes annual workforce reports which contain valuable data illustrating inpatient & outpatient activity, changes in service delivery, and the composition of the urological workforce.

BAUS has a strong track record in clinical audit. As a result of work arising from our 2020 Strategic Plan – the focus of our audit activity changed from collection of data in procedure-based registries to measuring wider aspects of patient care that have a major impact on treatment and on the care pathway. Audits are now selected because they address common problems where differences in practice are perceived and where changes in practice can benefit patients.

Building on this expertise, BAUS has engaged in partnerships with the National Clinical Improvement Programme and the Getting it Right First Time (GIRFT) Urology Programme. The strategic workstreams outlined below give a renewed focus for our activities in the next four years.

STRATEGIC WORKSTREAMS 2023-2026

(shown in order of having biggest impact in contributing to the above Outcome):

- a. Development and promotion of best practice service models
- b. Retention of urological workforce – including support for the workforce (for example in relation to burnout)
- c. Trainee career guidance
- d. Recruitment of the urological workforce
- e. Future workforce planning
- f. Working in partnership to ensure BAUS has relevant data to support these workstreams.

Supporting BAUS' Strategic Objectives:

BAUS COMMUNICATIONS AND DIGITAL:

A communications strategy is a plan for communicating relevant information to the right people at the right time through the most appropriate channels. For BAUS, successful communications will result in engaged, informed members who share the Association's goals and ambitions and who feel a strong sense of belonging.

BAUS will:

- develop a targeted strategy for communications to ensure they are fit for purpose;
- review current digital platforms to inform the development of a coordinated digital strategy to support future activity including a more integrated approach to marketing and communications.

BAUS WIDENING PARTICIPATION 10-POINT PLAN:

In July 2021 BAUS published an ambitious 10-Point Action Plan to widen participation in our organisation. We aim to empower all BAUS members to fulfil their potential, by breaking down barriers to organisational involvement and lead lasting change within the surgical arena. Delivery of the plan is well underway, with a number of initiatives embedded to engender lasting change.



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