



bsg BRITISH SOCIETY OF
GASTROENTEROLOGY

BSG Strategy

2022 - 2025

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INTRODUCTION BY DR ALASTAIR MCKINLAY

President of the British Society of Gastroenterology

The BSG has always thought and planned strategically but has not always written that strategy down in a form that could be easily read and discussed with its members. This has not prevented the Society from being very successful, but the Charity Commission Code of Conduct encourages organisations to not only think strategically, but also to be open and honest about their objectives, and to consider how those aims can be realistically achieved. Strategy is, therefore, not only about the choices that the BSG needs to make to focus its work effectively, but also inevitably about how those choices will be prioritised.

The COVID-19 pandemic had an enormous impact on how the BSG functioned. All the meetings of the Trustee Board, Executive, and Council had to be conducted online. Our office team showed enormous resilience, adaptability, and loyalty, and not only kept the BSG active and functioning but also improved our financial oversight, governance, and communication. Not surprisingly, however, much of the thinking and work of the Trustee Board and Executive focused on managing the crisis on a day-to-

day basis, whilst trying to meet the needs of our members, and attempting to anticipate its effects on our conferences and services. It was only in October 2021, that the Trustee Board, Executive, and Council were able to meet face to face to discuss the Society's future and our objectives for the next five years. Crucially we considered what kind of membership organisation we should aspire to be. The results of that process have informed this strategy document.

We are working on producing an up-to-date strategic plan for every higher committee of the Society and this document will pull those strands together. Other key themes have emerged in addition to our established principles of maintaining good governance financially, ethically, and in business. Equality, Diversity and Inclusion should be at the very core of the BSG as part of its "DNA", and not an optional extra. We know that we are not perfect in this respect and that we are on a journey. This strategy reaffirms the Society's commitment and determination to be fairer and more inclusive for all its members.

We have a responsibility to care for the environment. We will examine our practice and reduce our carbon footprint, but we will also encourage, lobby, and motivate others to join us. That duty rests on us all, but the BSG must lead from the front.

We have to look after the well-being of all our members. That includes understanding their workload and its impact on their lives, as well as ensuring access to mentoring and wellbeing resources for all those who want or need support. It is also imperative that we understand and highlight the pressures faced by our members as the NHS recovers from the COVID-19 pandemic.

The BSG does not act alone and we will continue to develop links with other charities such as Guts UK, and the Royal Colleges to improve the care of all our patients. We remain a Four Nation Society committed to improving standards of care in all parts of the UK and to working closely with our sister professional societies in each of the Devolved Nations.

I am grateful to Dr. Bettina Klueggens for drafting the document and to Mark Hacker, Sarah Linnington, and their teams for their support and work to bring its publication to fruition.



Above all, however, I have an unshakable faith in the membership of the BSG which has always moved the Society forward. Our centenary falls in 2037. This document takes us to the next stage of that journey. Like all strategy documents, it is a work in progress.

Like all journeys, however, the most difficult step is always the first step.

Dr Alastair McKinlay

CHARITABLE OBJECTIVES

“ The promotion of good health by providing a high standard of patient care, clinical services, research and education in gastrointestinal and liver disease in the United Kingdom and internationally ”

PART ONE

Summary of 10 Priorities

INTRODUCTION

The British Society of Gastroenterology (BSG) is a professional membership organisation with over 3,800 members that aims to enhance care in gastroenterology and hepatology in the UK and internationally.

Following a time of immense pressure in the health service and a time of re-evaluation of strategic priorities as a result of the COVID-19 pandemic, the Board of Trustees, BSG Executive and Council are delighted to share their updated priorities in this 2022-2025 BSG Strategy.

The BSG will continue to grow and support its members to enable them to deliver the best possible care to patients across the United Kingdom.

Two areas of focus have emerged, which will be key to the continued success of the BSG: leading the discussion, research and implementation of environmentally sustainable healthcare in gastroenterology and hepatology and achieving the highest standards in [Equality, Diversity and Inclusion \(EDI\)](#).

Much of the work of the BSG is delivered through the work of the Section Committees and the Higher Committees. Each Higher Committee has published a strategy which can be found on the [BSG website](#).

Below is an outline of the committee structure of the BSG, which includes [15 Section Committees and 5 Higher Committees](#).

The BSG is committed to ensuring that current and prospective members are aware of the strategic priorities that have been developed and are regularly updated on progress against those priorities. This will be achieved by ensuring visibility of this strategy and regular update reports on the BSG website and via social media and email promotions.

Delivery of this strategy will be overseen by the BSG Chief Executive.

WHAT OUR MEMBERS HAVE TO SAY...

Being a member is a privilege with an advantage to having access to all the educational resources which helped me during my training.

Mel Constante-MacCallum

I can support, motivate, and encourage my colleagues. I feel more involved and have the opportunity to represent, as well as the acknowledgement that my voice is being heard.

Shaila Kumar

Being a very active member of the BSG has been fantastic and an essential part of my development as a Gastroenterologist.

Phil Smith

The BSG membership has given me life changing opportunities as an immigrant gastroenterology trainee and young consultant.

Anjan Dhar

PRIORITY 1:

DEVELOP CLINICAL SERVICES AND STANDARDS

Overseen by: Clinical Services and Standards Committee

Providing one of the key membership benefits, the Clinical Services and Standards Committee (CSSC) will continue to develop and publish world-class guidelines and guidance and ensure that digital access to guidelines meet the demands of clinicians.

[The full list of guidelines can be found on the website](#)

CSSC will launch a refreshed Quality Standards Framework in 2022 to support all UK gastroenterology and hepatology units to continuously improve the quality and safety of their service.

CSSC will also oversee an ambitious project collecting and analysing workload and workforce data, which will inform how the BSG can best support workforce improvements across the four nations.

[The full set of strategic objectives for CSSC can be found in their strategy.](#)

PRIORITY 2:

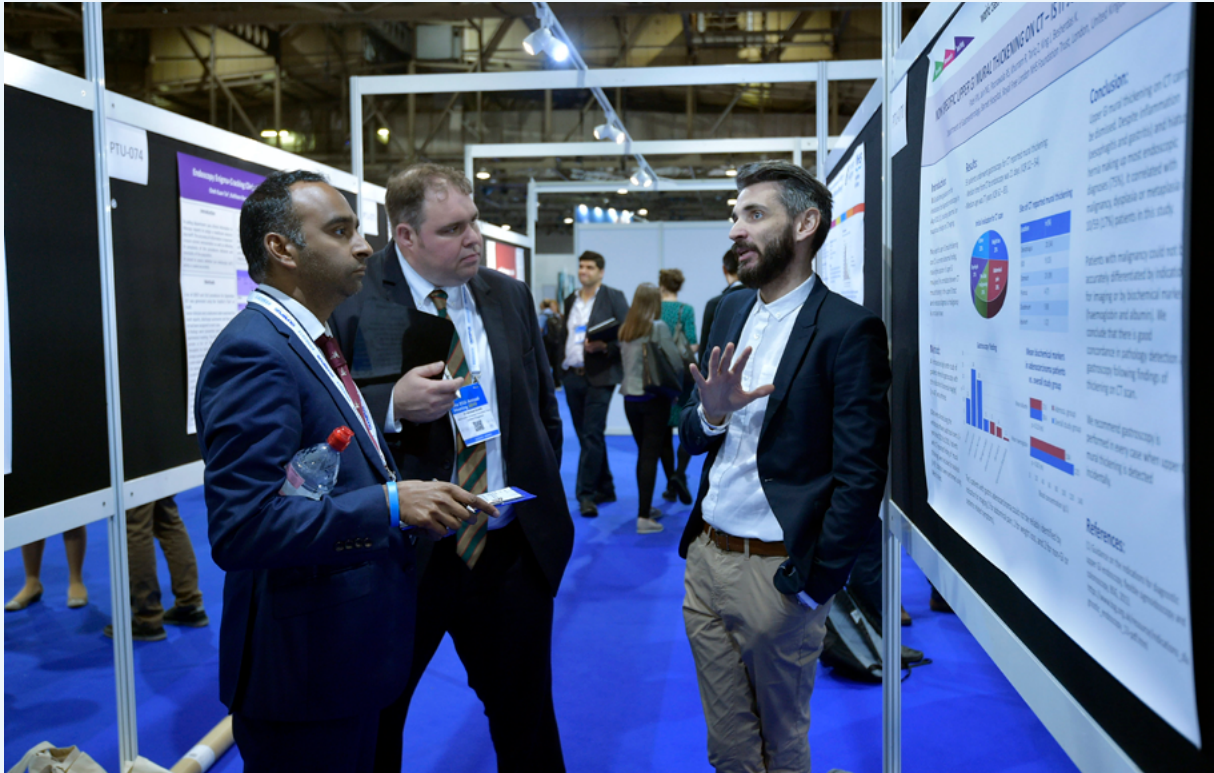
DELIVER HIGH QUALITY EDUCATION

Overseen by: Education Committee

Another key benefit for BSG members is the high-quality education that is offered in all areas of practice. Education is available in a multitude of ways, including online articles, webinars, endorsement of external educational events and, of course, the annual conference. The BSG Education Committee is further developing the online education offer in the next few years to give members flexibility in how and when they access professional development opportunities.

[The latest Education Strategy can be found here](#)





PRIORITY 3:

GROW OUR INTERNATIONAL INFLUENCE AND SUPPORT

Overseen by: International Committee

The BSG has an ambition to build on the work done over the last few years to ensure that the excellent work done in the UK has a wider international reach for the benefit of gastroenterology and hepatology clinicians and patients around the world. BSG guidelines and education offers already have an international reputation and one strategic priority for the BSG is to increase the number of people benefitting from this work.

PRIORITY 4:

SUPPORT HIGH QUALITY RESEARCH

Overseen by: Research Committee

High quality research underpins our ability to improve patient care and the BSG's Research Committee champions clinicians to develop research projects and be active as clinical academics. This is achieved by providing peer networks, offering research-related education and publishing research priorities aimed at informing funder of research.

[The full set of priorities for research can be found in the BSG Research Strategy](#)

PRIORITY 5:

SECURE THE FUTURE SPECIALTY TRAINING LANDSCAPE

Overseen by: Training Committee

Gastroenterology and hepatology training is changing over the next few years with the implementation of a shortened training period. The BSG Training Committee will support this potentially challenging transition by bringing together Training Programme Directors, Royal College of Physicians Gastroenterology Specialist Advisor Committee and Joint Advisory Group Endoscopy, current trainees, BSG Workforce Lead and other representatives from BSG Section Committees. Further details are in the [BSG Training Committee strategy](#).



BSG members are committed to leading the speciality towards the NHS ‘net zero’ carbon ambition



PRIORITY 6:

DEVELOP AND IMPLEMENT ENVIRONMENTAL SUSTAINABILITY SOLUTIONS

Overseen by: Executive

Climate change has, and will have, a significant impact on global health, including gastrointestinal and liver health. BSG members are committed to leading the speciality towards the NHS ‘net zero’ carbon ambition.

The BSG set up a working group in 2020 and a sustainability strategy was developed in 2021.

The following strategic objectives will be taken forward:

Personal: BSG will promote awareness and share knowledge regarding climate change and sustainability with regard to gastrointestinal and liver health.

Professional and political: BSG will share knowledge on relevant issues and how sustainability can be practiced and promoted within the profession. BSG committees and sections will be asked to consider sustainability in their areas of practice. BSG will aim to influence policy at government level where appropriate.

Organisational: BSG central office will develop a zero-carbon plan by end of 2022. The BSG will commission analysis of the carbon footprint of the organisation and determine objective measures to monitor improvements to make events and meetings run by the BSG carbon neutral.

Research: [The BSG Research Committee has outlined its plan](#) for sustainability research in gastroenterology and hepatology).

International: The BSG International Committee will facilitate collaboration across the world to reduce the environmental impact of the specialties.

[Further details can be found in the BSG Sustainability Strategy on the BSG Website.](#)

PRIORITY 7:

DEVELOP AND IMPLEMENT A COMPREHENSIVE EQUALITY, DIVERSITY AND INCLUSION STRATEGY

Overseen by: Board of Trustees

The BSG recognises that its continued relevance and success will require a culture built on the foundations of equality, diversity and inclusion (EDI).

The first priority will be to commission an external review of EDI (to be completed by the end of 2022) and to act on the recommendations from this review.

The scope of this external review should include the following considerations: How does the BSG measure EDI now and how could it be measured and published in future; where are the key opportunities around EDI for the BSG; what practical steps can be taken at different levels of the organisation; how does the BSG communicate its EDI commitment; what are the EDI training needs of staff and officers; how does the website project BSG EDI ambitions.

Once this review is completed, the BSG will publish the findings and recommendations and how it will meet the recommendations by the end of 2022.



We have learned that there is great scope for future virtual developments



PRIORITY 8:

DELIVER WORLD-CLASS CONFERENCE EVENTS

Overseen by: Executive, Programme Committee

The BSG has delivered an annual meeting since the 1970s, growing into a major conference attracting over 2000 delegates. The COVID-19 pandemic necessitated the postponement of the 2020 conference, and it also prompted the development of virtual opportunities for larger webinars and conferences, including a 'Virtual BSG Campus' in November 2021.

We have learned that there is great scope for future virtual developments. They bring several advantages, including a lower carbon footprint, greater opportunity for international collaboration and the opportunity to attract a wider multi-professional audience.

However, membership feedback is unequivocal about future face to face conferences: there is a clear desire to have the opportunity once a year to meet with colleagues in person to share ideas, hear about the latest scientific and clinical developments, attend hands-on sessions and develop new innovative projects.

As part of the post pandemic recovery, the BSG will continue to develop its annual conference offer based on feedback. The current plan is that, starting in 2022, the BSG will offer one annual face to face conference each June, which will include abstracts and presentations. Some of the main conference sessions will be recorded and made available to those who were unable to attend. The conference will be supplemented by a Virtual BSG Campus in November, which will focus on state-of-the-art developments, panel discussions and feature international speakers.

PRIORITY 9:

SUPPORTING OUR MEMBERS INTO THE FUTURE

Overseen by: Executive

As a membership organisation, the BSG receives its mandate from its members, and they are our organisation's greatest asset.

The vast majority of physicians working in gastroenterology and hepatology in the UK are members of the BSG, including trainees and consultants, as well as many nurses and other healthcare professionals and scientists. This is clearly a vote of confidence in the BSG offering a relevant suite of benefits to members.

However, all organisations need to move forward and stay relevant to current and future members and the BSG will never be complacent about membership support. There is also an opportunity to understand better how more non-medical clinical and scientific colleagues could be brought into the BSG for the benefit of all members.

9a) Membership Survey

The BSG Executive will commission a market research report analysing the needs of current and prospective members. This will include an analysis of national and international competition in the areas that the BSG operates in. This market research will help the Executive, Council and Board of Trustees shape the current membership offer, ensure that all membership benefits are clearly communicated and help develop future offers, both nationally and internationally. The following topics will be explored: Map current BSG membership benefits; requirements of consultant membership; requirements of trainees (current and prospective); requirements of non-medical healthcare professionals; future requirements around education, including digitally accessible education and guidelines; recommendations on strengthening the BSG membership offer into the future and communicating membership benefits.

The market research will be completed by Autumn 2022.

9b) Member Wellbeing

The BSG recognises the role it plays in supporting the wellbeing of all members. During 2021, a new BSG Officer was recruited as 'Mentoring Lead'. One priority going forward is to build a supportive offer for members that focuses on wellbeing, which will include:

- [Free and confidential access](#) to professional counselling, mental and physical health support and general life management support (launched in 2021).
- Formal launch of the BSG mentoring programme in September 2022.

9c) Improving the membership journey

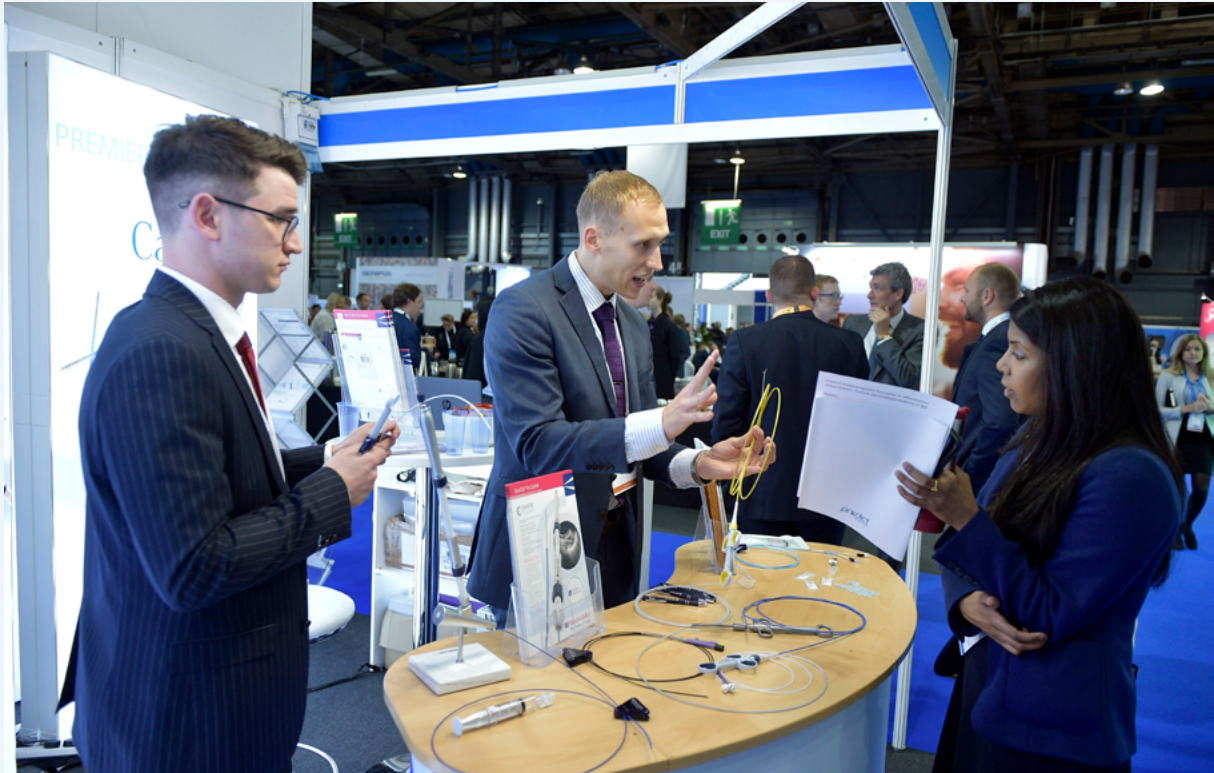
The BSG recognises that it needs to continuously improve the membership journey and the experience people have when interacting with the BSG.

The central BSG team will carry out improvements to the website, membership communication and onboarding of members. Further improvements will be based on the findings from the membership survey, and we will be responsive to member needs.



The BSG Executive will commission a market research report analysing the needs of current and prospective members





PRIORITY 10:

CONTINUE TO BUILD ON OUR SOLID FINANCIAL AND OPERATIONAL FOUNDATIONS

The BSG has a proud heritage and will celebrate its 100-year anniversary in 2037. This strategy will ensure that the BSG will move towards this anniversary in a strong position to continue its charitable work for the benefit of its members.

The BSG currently operates on robust financial foundations and will continue to ensure that funds are used to maximise member support and meet charitable objectives. There are also plans to ensure that all BSG investments are ethical and in line with our sustainability goals.

As part of our wider funding plans, we will further explore our strategic relationship with industry and maximise the opportunities that can arise from carefully planned joint working.

The BSG will develop a strategic plan for collaboration with industry during 2022.

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This strategy will ensure that the BSG will move towards its anniversary in a strong position to continue its charitable work

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