



BSAVA
BRITISH SMALL ANIMAL VETERINARY ASSOCIATION



**BSAVA
STRATEGIC
PLAN
2021-23**

CONNECT. LEARN. INSPIRE.



OUR PURPOSE

To drive excellence in veterinary practice to improve the health and welfare of small animals.

OUR MISSION

To enable the community of small animal veterinary professionals to develop their knowledge and skills through leading-edge education, scientific research and collaboration.

“ It was the thirst for knowledge which inaugurated the foundation of the BSAVA and this thirst has never abated amongst our members and the Association has never failed us.

Brian Singleton, founder member of BSAVA

BSAVA was founded over 60 years ago to facilitate the sharing of knowledge amongst members of the small animal profession. Since then, the veterinary landscape has changed significantly. There have been times when BSAVA has been proud to be at the forefront, driving change through innovation. And there have been times when we have had to respond to pressures beyond our control – times like the last year, when we faced a global pandemic.

Despite being a challenging time for everyone, 2020 saw the veterinary professions pulling together. I have been humbled by the efforts of our BSAVA members and volunteers who have worked around the clock to produce guidance, adapt and deliver CPD programmes and ensure Congress 2021 could take place despite the restrictions – on top of juggling disrupted work and home life.

So why do we do it? I believe it is because, fundamentally, we share the same goal: we want to make things better. Well informed, skillful vets and nurses improve small animal veterinary practice and the health and welfare of animals in their care.

As challenging as 2020 may have been, it has shown that we are strongest when we work together. It has underlined the principles on which BSAVA was founded: our commitment to the veterinary community, and our commitment to sharing knowledge and best practice, for the advancement of the professions and small animal care.

As we look forward now to the next three years, we want to continue building on these principles to ensure better outcomes for everyone. Our plan, presented here, outlines the aims and objectives for BSAVA, which we will review annually on a rolling basis. We have outlined our two strategic pillars and their foundations, and the activities and projects that make-up these pillars.

Amanda Stranack, BSAVA CEO
on behalf of the BSAVA Board

BSAVA BOARD 2021-22

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STRATEGIC PILLARS

BSAVA exists to improve and advance the small animal professions through **community**, and through **education and science**. Through these dual pillars, we will ensure our strategy is continuously aligned to our purpose.



Community

We will grow our communities through membership and engagement with the wider small animal veterinary professions. To achieve this, we will:

- Understand and meet our members' needs through quality products and services
- Provide valued networks for learning, personal development and peer support
- Work closely with stakeholders for the benefit of the professions



Education and Science

We will advance the small animal veterinary professions through the provision of outstanding professional development with the curation and development of knowledge. To achieve this, we will:

- Fund essential research into small animal disease
- Innovate in education and resource development
- Bring people together through events to provide shared learning experiences



Foundations

These two pillars are underpinned by five key elements we have established as our foundations; these are essential areas for investment of time and resources to ensure our future as a high-performing organisation and are critical to our long term success.

- Governance
- Finance
- People
- Infrastructure
- Sustainability

COMMUNITY AIMS

We will grow our communities through membership and engagement with the wider small animal veterinary professions.



Deliver quality products and services that meet the needs of the small animal community

BSAVA's commitment to being volunteer-led means our focus has always been providing practical solutions that make a difference in daily practice. As practice evolves, so do our members' needs, and we seek to respond accordingly. Over the next three years, we will be working to adapt our offering in line with the changing needs of our members and the wider community. We will:

- review our approach to membership to ensure it is fit for purpose;
- seek to better understand what our members and the wider community want and need, to ensure we are adding value to individuals and the community as a whole;
- develop our online assets to meet the needs of a changing landscape;
- develop the BSAVA Library to improve user experience;
- continue commissioning and publishing up-to-date and relevant publications; and
- engage with major employers to ensure we are meeting the diverse needs of our membership community

BSAVA is greater than the sum of its parts, and through a deeper understanding of our members' needs we will continue to develop and improve what we deliver to the small animal community.



Provide valued networks for learning, personal development and peer support

BSAVA communities are at the heart of everything we do. Committed volunteers give their time and expertise, benefiting from personal and professional development in return. We will continue to support our existing communities and develop new opportunities for sharing and support. We will:

- develop our digital platforms to create and promote membership communities;
- support regional community activities to enhance member value and engagement;
- enhance volunteers experience, ensuring they are informed and engaged; and
- support good mental health and wellbeing activities, including through third party initiatives.

We are proud of the role BSAVA plays in providing both personal and professional fulfilment. Individual needs are varied, there is no one size fits all and being an active BSAVA member can support good mental health in many different ways. The 5 Ways to Wellbeing* include: connect, be active, take notice, learn and give. Membership, community and volunteering particularly can provide many of these elements and help sustain good mental health.

For those who are struggling, we will work closely with stakeholders to offer support and meet needs beyond those BSAVA can deliver.



Work closely with stakeholders for the benefit of the professions

It is essential that all parties within the small veterinary professions work closely together to minimise duplication and, wherever possible, speak with a consistent voice to those that influence its future success. We will work with the veterinary industry, associations and other groups who are aligned to our mission and purpose to achieve the best outcomes for our members and the wider professions. We will:

- collaborate with industry to support our strategic aims; and
- maximise our influencing power to ensure needs of the community are met.

BSAVA works to ensure the interests of the small animal professions are represented and taken account of in policy and decision making. By ensuring our members are informed and engaged, we can better represent their views and voice. Through their active participation, our members remain at the forefront of matters impacting their working lives.

*Five ways to wellbeing have been researched and developed by the New Economics Foundation

EDUCATION AND SCIENCE AIMS

We will advance the veterinary professions through improving and sharing knowledge available to small animal practice and provide outstanding professional development opportunities.



Innovate in education and resource development

BSAVA is known for high quality veterinary education. Every course is designed with the student in mind, ensuring they are supported and engaged – whether they are watching a short webinar, or undertaking a postgraduate certificate. We will continue to develop innovative programmes that meet and exceed expectations. We will:

- seek to identify and better understand the education needs of the next generation to enhance future product development;
- develop new formats and content to meet these needs;
- share evidence-based information to support members and the wider professions; and
- support clinical researchers through Masters programmes.

BSAVA supports a scientific evidence-based approach to clinical medicine as being in the best long-term interests of the professions, their clients and their patients. We believe that, by increasing the veterinary community's understanding and use of clinical scientific research, we will improve the clinical decision making process and treatment pathways.



Fund essential research into small animal disease

BSAVA PetSavers plays an essential role in funding research into small animal diseases. Through collaboration within the professions and industry, we aim to increase our reach and impact. We will:

- develop a plan for future growth and development of PetSavers; and
- develop a future fundraising model for PetSavers to deliver financial sustainability.

The professions as a whole have an important role to play in supporting the work of BSAVA PetSavers and, with the right model and positioning of this work, it will deliver essential evidence-based knowledge to benefit the health and welfare of small animals.



Bring people together through events to provide shared learning experiences

Bringing people together enhances and amplifies the learning experience, transforming it into something beyond education through shared experiences, and presenting opportunities for individuals and the professions as a whole. As the world moves on, so do expectations. We will strive to meet the needs of the professions and facilitate these transformative experiences long in to the future. We will:

- develop a roadmap for Congress to enhance BSAVA's reputation and provide a high quality learning experience; and
- develop our portfolio of events to provide a variety of learning experiences across BSAVA communities.

In recent years BSAVA has grown its portfolio of regional and special interest events, both online and face-to-face. We will continue to explore how we can develop these further to deliver a variety of rich education experiences.

FOUNDATIONS

Over recent years we have been focusing on strengthening our foundations – the ‘essentials beneath the bonnet’ which ensure the Association is fit-for-purpose. As we progress we will continue to develop and build on the work we have been doing, to ensure we remain a strong and healthy organisation, able to deliver our ambition.



Governance

We will ensure that our governance structure is fit for purpose, working to support our committees, Council and Board to fulfil their roles and remit to the best of their abilities.



Finance

We will develop our tools in financial forecasting to enable better planning and visibility over a 3-5 yr period. We will move from the current investment phase into surplus by 2024.





People

We will support and develop our staff and volunteers to fulfil their potential, providing a positive and healthy working environment for all.



Infrastructure

We will maintain and develop appropriate infrastructure to deliver our strategic plan. We will ensure IT resources allow staff and volunteers to meet their objectives and plan for predicted future developments in technology and in the Association.



Sustainability

We will set ambitious targets to become carbon neutral, developing our strategy through the Sustainability Working Group. We will demonstrate BSAVA's commitment towards environmental sustainability and also assist small animal practices to work towards sustainable ways of working.

At the heart of the small animal community.



Woodrow House 1 Telford Way Waterwells Business Park Quedgeley Gloucester GL2 2AB
Tel: 01452 726700 Email: administration@bsava.com Web: www.bsava.com