

F D I W O R L D D E N T A L
F E D E R A T I O N

T O W A R D S O P T I M A L
O R A L H E A L T H

S T R A T E G I C P L A N
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I N T R O D U C T I O N

After a period of uncertainty, FDI World Dental Federation has once again begun to grow in the last three years, having overcome its financial difficulties and focused on core activities as planned in 2011. With the progress that has been made in FDI's advocacy, credibility, science and congress activities, it is opportune in 2014 to review what has been achieved, and build a plan for the next three years, for both internal and external growth.

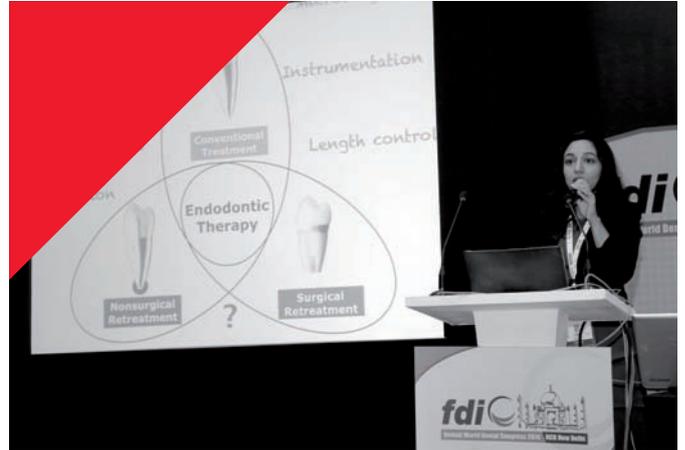
The over one-hundred-year-old FDI World Dental Federation serves as the principal representative body for more than one million dentists worldwide, and is the oldest organisation in the field of dentistry. Its members are proud of this.

The FDI World Dental Federation's mission is fourfold:

- To be the authoritative, professional, independent, world-wide voice of dentistry.
- To promote optimal oral and general health for all peoples.
- To promote the interests of the Member Associations and their Members.
- To advance and promote the art, science and practice of dentistry.

FDI works at the international and national levels through its own activities and those of its 143 national dental associations (NDAs). FDI is an NGO in official relations with the World Health Organization (WHO) and a member of the World Health Professionals Alliance (WHPA).

In a connected world, where collaboration is increasingly seen to be the norm, FDI is reviewing its strategy to develop further relationships, programmes and activities for the evolution of the organisation and a bright future. This strategy document is the result of a workshop that was held in Mexico City in May 2014, in which the Council members, Executive Committee, Committee Chairs, and office managers all participated.



During the workshop, the leadership of the organisation reviewed FDI as it stands today and as the leadership would like it to become in the future. The day began with a discussion on the analysis of the internal and external strengths and weaknesses of FDI. The group then moved into a review of what had been achieved over the past three years and examined the current and future desired organisational culture of FDI, through different lenses:

- Dominant characteristics (paradigm) of FDI: the set of assumptions held in common about FDI and taken for granted.
- Organisational leadership (power structures): closely linked to the dominant characteristics, the leadership often works on the set of assumptions (implicit and explicit) that drive the organisation and that dictate what is important for the organisation.
- Management of members (organisational structure): how the organisation works is likely to reflect the power structures and define what is or is not important in the organisation, which is itself membership-based.
- Organisational glue ("the way we do things"): important personalities, the history of the organisation, training programmes, important events.
- Criteria of success (control systems): how the organisation measures and rewards what is important to its success.

The latter part of the day focused on the forthcoming priorities of FDI, based on six key themes related to and in support of its mission: membership, public health, policy and advocacy, dental practice, education, and funding and partnerships. The strategy in this document is therefore aligned to three main strategic axes: Membership, Communications and Leadership, as these are the fundamentals of success.



A C H I E V E M E N T S

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The strategy group identified some achievements that FDI has accomplished over the past three years, in line with the 2011-2016 strategic plan. Overall the group was proud that FDI has a 114 year history and heritage.

FDI is the single voice of over 1 million dentists worldwide and has the ability to affect the outcomes of the profession. The values that FDI promotes are diversity (cultures, backgrounds, interests), respect of differences to reach consensus, team work towards a collective goal, and promoting oral health; FDI has been successful at integrating these. The mixture of staff based in the office and volunteers all over the world underscores the values. The people within the organisation are dedicated and have expertise. There has been over the last years a strategic leadership focus that has resulted in innovative thinking, demonstrating a capacity of FDI to renew itself. It is now time to move this forward in order to consolidate the achievements and define renewed objectives.

MEMBERSHIP

FDI has a strong, representative and active membership. Compared to 2010-2011, members are confident again of the value of FDI as a global organisation and are willing to support it. The response rate to survey and questionnaires has drastically increased demonstrating the renewed interest for FDI as a platform to share information and knowledge.

FDI successfully engaged and empowered its members in the advocacy activities for the Minamata Convention on Mercury.

Knowledge transfer has been highly appreciated within the membership, including regional CE programmes.



FINANCE AND MANAGEMENT

FDI has really focused on the goals to reach since 2011. Structural changes and austerity measures have proven to be valuable. There is harmony in decision-making throughout the organisation. The staff is committed and capable, proving that the re-organisation was useful and profitable.

The franchise model of the Congress is successful and financially viable. The income are now predictable over 95%, resulting in budgets strictly respected since 2012, and financial reserves restored to an acceptable level.

COMMUNICATIONS

FDI effectively acts as a single voice for dentistry, bringing together different cultures. The reputation of FDI has been greatly enhanced. It has made itself visible in the public eye and with different stakeholders. The over 140 member countries are a strength as they convey the voice of dentistry together with FDI.

It has strong and regular policy statements which have reached different stakeholders. It can demonstrate that it can converge with medicine once again.

World Oral Health Day (WOHD) has been very successful in promoting health, and touches over 60 million people. It has successfully positioned FDI as a leader in the oral health field.

ADVOCACY

FDI has positioned itself well in the oral health field as now the organisation is in close relationships with the World Health Organisation (WHO), the United Nations Environment Programme (UNEP), the International Organization for Standardization (ISO) and the United Nations (UN). In essence, FDI continues to move from “drill and fill” into prevention.

FDI’s advocacy has been successful as is demonstrated by the Minamata Convention on Mercury to phase down amalgam and protect human health.

Vision 2020 provides a vision for members and stakeholders alike. The FDI image has moved from that of a congress organiser to an organisation advocating for better oral health under the leadership of the dentist, aimed at collecting and sharing information.



PARTNERSHIPS

FDI has built great relationships with the United Nations agencies, as well as prominent senior multinational corporate partners. Vision 2020 and the WOHD have been great opportunities to increase and diversify revenue streams.

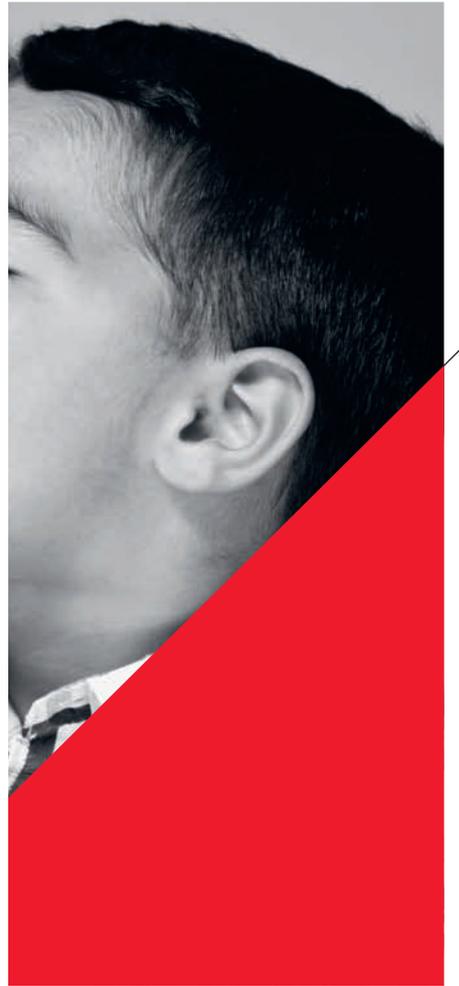
IN BRIEF, RELATIVE TO 2011 OBJECTIVES, FDI HAS ACCOMPLISHED MORE THAN HALF

1. Congress – a sustainable and economically profitable model under the franchise concept.
2. Vision 2020 – an addition to the strategy which is becoming a reference document for the membership.
3. Office and staff – working for and with the leadership and volunteers of FDI.
4. United Nations – UN, UNEP, WHO.
5. Communications – sending and receiving information to NDAs, increased responses.
6. Finances – restoring a financially sound organisation with better planning and transparent financial management.
7. Partnerships – increased and diversified financial support.
8. World Oral Health Day – financial support and wide communication.

There are, however, some objectives which were not accomplished within the considered time frame, either because they were too ambitious, or because of a lack of resources linked to the austerity measures or a delay in developing some projects. These are mostly linked to communication and recognition of our leading role outside the profession, in particular with international organisations, national missions and foundations. Finally, there are a series of objectives linked to education, accreditation and curriculum development which were not initiated at all and would need further discussion within FDI.







A SWOT analysis has demonstrated that FDI has a number of strengths externally and internally upon which it can build and some opportunities which allow FDI to position itself at the forefront of the oral health field. Whether it is providing toolkits and training to members to facilitate their activities, continuing education, developing humanitarian oral care standards and guidelines, or strengthening FDI's public voice and activities, FDI's strategy will need to have measurable objectives and outcomes, with a firm plan to support all the activities.*

* Strengths, Weaknesses, Opportunities, Threats



A I M S A N D S T R A T E G I E S

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The aims and strategies set out in this section reflect the work that was done in the workshop, building on the strengths and opportunities identified in the SWOT analyses, and upon the ideas that evolved in the different sections of the discussions. The aim of the discussions was to find strategies to build upon strengths, seize opportunities, transform weaknesses into opportunities and attenuate the threats facing the organisation.

FDI VISION AND MISSION

Oral health: the optimal state of the mouth and normal functioning of the organs of the mouth without evidence of disease.

Optimal: most desirable possible under a restriction expressed or implied; having the most positive qualities.

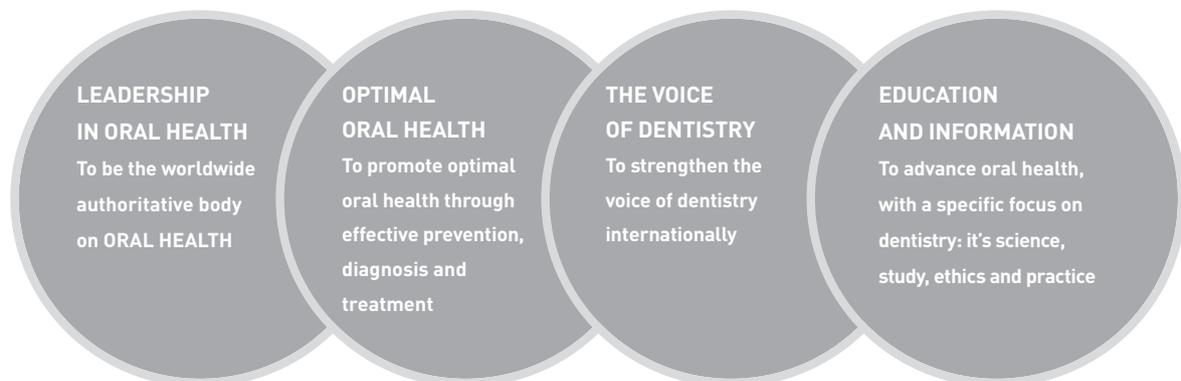
VISION

“Leading the world to optimal oral health”

MISSION

The main roles of the FDI World Dental Federation are to bring together the world of dentistry; to represent the dental profession of the world; and to stimulate and facilitate the exchange of information across all borders, with the aim of optimal oral health for all people.

The organisational vision is brought to life through activities related to FDI’s four Mission Statements:



Adapted in May 2011 from:

<http://www.fdiworldental.org/content/fdi-world-dental-federation-1#missions>

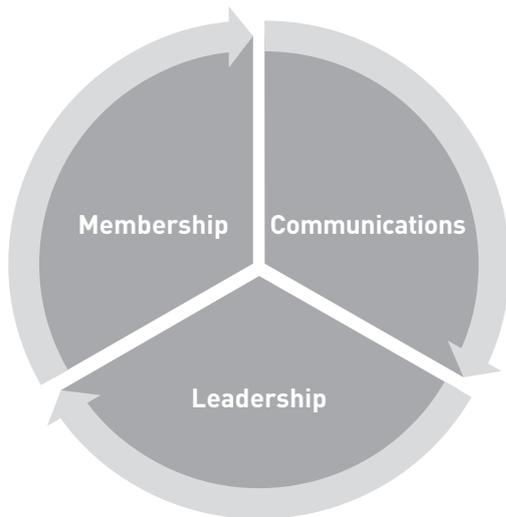
AIMS

The overarching aim is that FDI would like to be visionary and a leader in the oral health field.

There are several specific aims that the group identified as important to fulfil the fourfold mission of FDI:

- Make FDI more efficient and financially sustainable, and put into place measurement and evaluation;
- Enhance membership services by listening to members and their needs and providing tools;
- Develop organisational leadership through competent, performance-based leadership with fair processes;
- Strengthen governance and feedback processes to ensure representation, diversity, democracy, and competence;
- Establish wider and deeper communication and advocacy internally and externally to position FDI as a reliable and valuable source;
- Develop oral public health through World Oral Health Day and other initiatives;
- Build diverse and durable partnerships while promoting FDI strategy, messages and programmes.





STRATEGIES

These specific aims can be grouped under three overarching strategies which intersect to make the overall organisation stronger and more visible:

1. As an organisation created by the members for the members, the first strategy is **to strengthen the organisation as a whole by developing programmes and activities to further meet the needs of our members**. This will involve furthering existing activities and creating new ones which will include new advocacy tool kits on upcoming issues, access to relevant data in oral health, global programmes such as LLL. World Oral Health Day, which was launched just two years ago in its new format, is already a great success supported and promoted in 2014 by a majority of our members.
2. The second strategy is **to attract all stakeholders to act upon FDI's vision and mission by communicating our values and messages more effectively**. We will better target the different needs of our market, using different channels to better reach our different audiences. The FDI electronic news has been extremely well received. As FDI is conscious that the core audiences are the leaders and decision makers, the organisation needs to be more effective in communicating with them. Both FDI's profile and the profile of oral health need to be raised within the international organisations based in Geneva such as WHO, the national missions to the UN and the other partners in the health care sector.
3. The third strategy is **to raise the profile of the profession at large through more effective organisational leadership**. A stronger FDI will only be possible with stronger NDAs and stronger leaders at all levels. This starts by offering FDI's members and their leaders the training and support needed to fulfil their objectives at the local level, for example as described in our African Strategy. Positions in the FDI committees need to be more appealing and rewarding, notably by increasing the level of competencies through better governance and more efficient planning.

Each overarching strategy is then supported by the tactics that the FDI leadership identified as important for the growth and success of FDI. The plans below are thus top line and will need to be defined into specific, measurable, achievable, realistic and time-bound tactics in a separate business plan.

TACTICS TO SUPPORT THE THREE KEY STRATEGIES

1. Develop programmes and activities to further meet the needs of our members

Without its members FDI would not exist, so it is indispensable for FDI leadership to understand and respond to members' needs, to enable NDAs and individuals within NDAs to be aware, active and involved. The single voice of dentistry is reinforced by increased membership involvement; FDI can facilitate this by providing insights into global trends, tools, training and more besides. Tactics involve both internally-facing actions and externally-facing actions, for the benefit of all members.

Internal

1. Share best practices between NDAs for membership development and association management.
2. Ensure a feedback process to anticipate and inform NDAs of existing and future trends such as dental tourism and increasing conglomerate dental practice for profit and devise strategies to enable NDAs to counter them.
3. Make FDI governance accessible to non-English native/culture members and representatives.
4. Produce and promote statements relevant to members' needs.
5. Strengthen links with other dental professions.

External

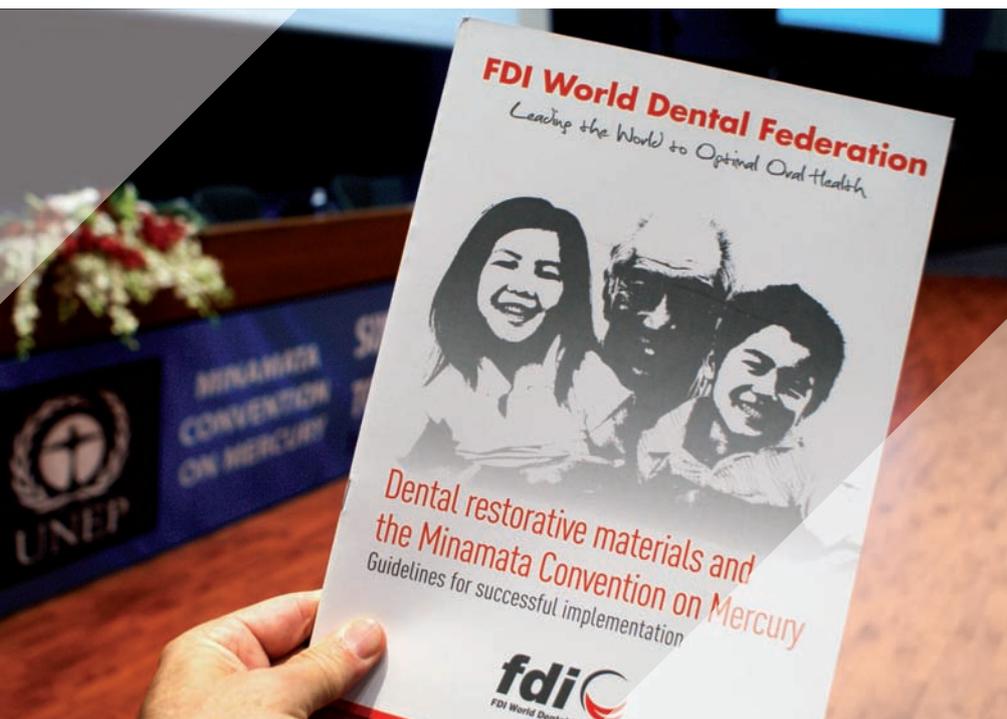
1. Diversify financial resources so FDI is less dependent on LLL, Congress and membership.
2. Pursue, where required, FDI regional Continuous Education (CE) programmes and standardise quality and specific topics.
3. Strengthen the congress franchise model, develop regional events and further develop the World Oral Health Forum concept.
4. Develop inter-and intra-professional education for the benefits of oral health.
5. Grow partnerships with a wider set of stakeholders, such as the medical profession, nurses and other healthcare professionals to forward overall oral health.



6. Develop collaborative dental practices with the inclusion of other health care providers.
7. Find ways to better serve underprivileged populations.
8. Support countries where there are too few dentists by developing partnerships with alternative stakeholders in favour of basic oral health training.
9. Develop models of care for humanitarian missions and standards of how dentistry is being delivered.

2. Communicate FDI's values and messages more effectively. Establish wider and deeper communication and advocacy internally and externally to position FDI as a reliable and valuable source.

Internal and external communications are vital to align internal audiences on activities and actions, to inform on activities and involve and motivate members. Communication also serves to gain external allies, promote FDI's advocacy goals and activities and raise visibility to attract partners of all kinds – within the different spheres that FDI needs to reach. The success of FDI depends in part on its ability to communicate effectively, and this is a high priority. FDI can position itself as a standard-setting organisation within the remit of oral health.





Promote FDI's aims internally and externally

1. Make explicit the core values of FDI and improve the communications process between FDI and NDAs by including NLOs and the leadership team in each communication to NDAs.
2. Based on Vision 2020 foundation, leverage FDI messages with other groups outside dentistry by developing joint statements and reports. Develop task forces on relevant global health issues.
3. Establish an evidence base for oral health based on solid data including economic indicators.
4. Promote better oral health, global health and well-being through prevention. Educate patients through advocacy and projects, media campaigns, TV, video, online.
5. Reduce inequalities in oral health through literacy programmes and the diffusion of knowledge in favour of oral health.
6. Carry out health promotion and focus on NCDs and the social determinants of health. Develop and communicate a common risk factors strategy and sit at the table with NCD alliance and others in the health arena to create joint programmes and activities.
7. Raise awareness of new dental materials and catalyse translational research.

Communicate to build partnerships

1. Build diverse and durable partnerships while promoting FDI strategy, messages and programmes.
2. Review partnerships (aims, programme and communication) to make those more oriented towards public health and aligned on FDI's communication aims.
3. Develop relations and partnership with the industry, and also with international foundations and philanthropic organisations.
4. Develop international recommendations for core curriculum development and CE accreditation.

3. Develop organisational leadership through competent, performance-based leadership with fair processes.

Great leadership is integral to great organisational performance, and FDI and its NDAs must work towards empowering the leadership to be visionary and forward-looking, active, and impactful. FDI leadership needs the governance, tools and training to be able to work altruistically for the good of the organisation. Some of the strengths of FDI include its diversity and its democratic governance, which must be preserved and boosted, so that processes are transparent and not governed by individual agendas.



Training

1. Develop toolkits and training for leadership and members: orientation for new committee members and Council members, rules of procedure and working rules for elected officials, welcome kit for general assembly members, toolkits for NDAs.
2. Improve training and education for volunteers (e.g. welcome toolkit, toolkit on rules and procedures, ask for a written commitment).
3. Increase recognition of individual contributions and volunteers.

Governance

1. Maintain the overall diversity of the leadership within FDI – gender, ethnicity, religion etc. – and address the difference in knowledge levels within committees through awareness and education of volunteers before elections to ensure commitment.
2. Tighten up governance practice so that all leadership and NDAs apply the existing written procedures and strengthen the democratic system by finding ways to balance the influence of main countries.
3. Make explicit the procedures used at General Assembly (based on Anglo-Saxon procedures) so that everyone understands how resolutions work and the purpose they serve.
4. Review the election process and the working processes, and include volunteer evaluation throughout the organisation



5. Create a nominations committee to suggest and review candidates for elections based on competence, in confidence. Avoid possible conflict of interest by creating an independent body to make the final recommendation. Committee members should then be evaluated by their peers and the results be passed on to Council for action. Committee hopping should be prevented.
6. Reduce standing committees to make them task-based and create time frames. Make explicit committee structures, expectations and deliverables and ensure that they do not work in siloes.
7. Develop and implement leadership strategies for Africa as a matter of priority, then for other countries.
8. Create closer links with NDAs in the regions, either by strengthening the existing links with Regional Organisations, or by allocating dedicated staff resources to support activities.



Measurement and evaluation

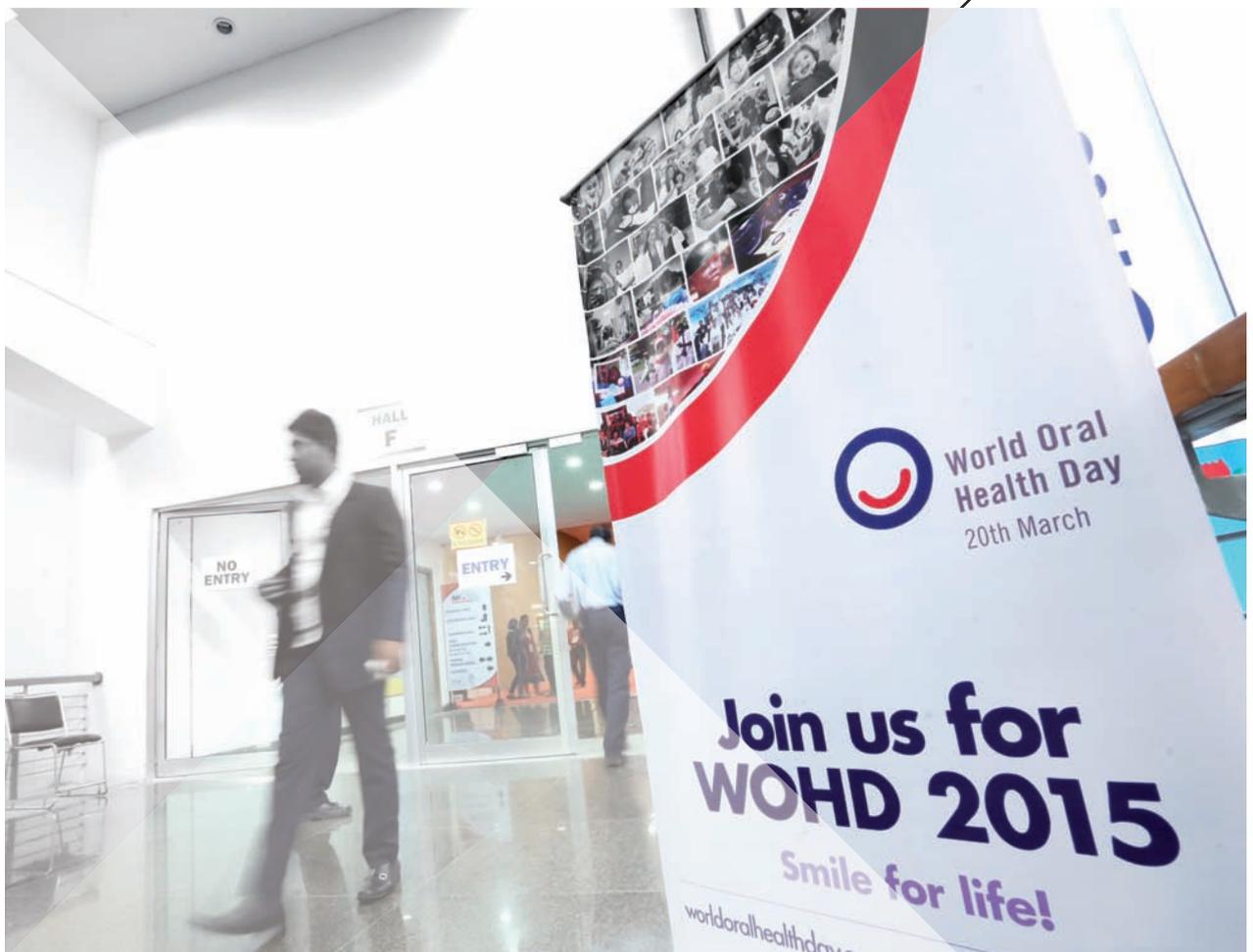
1. Put into place systematic measurement and evaluation across all programmes and activities.
2. Measure and evaluate leadership so it is decisive and takes action.
3. Stop the *laissez-faire* culture within committees by adapting appropriate governance and enforcement. Develop strict evaluation and enforcement mechanisms so people are active and involved as well as a written commitment/pledge to fulfil obligations if elected.

C O N C L U S I O N

FDI has made great strides forward over the last three years and is now poised to take the next steps, together with its leadership and member NDAs. In order to effect organisational growth and achieve its aims, it must develop specific, measurable, achievable, realistic and time-bound projects, in which each player has a role, responsibilities and accountability.

The business plan devolved from this document in a second stage will include timelines, budgets, SMART (specific, measurable, achievable, realistic and timely) objectives, so that the organisation can measure progress against targeted outcomes. This will require appropriate staffing, tracking and accountability, and financing and financial accountability.

The overall aims and strategies that are outlined in this paper reflect the thinking of the current leadership of FDI. The organisation has to put into place the next steps to embrace visionary thinking and achieve success.





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