

**GENERAL OSTEOPATHIC COUNCIL  
Business Plan  
April 2016-March 2017**

***Draft for Council***

### **GOsC BUSINESS PLAN 2016-2017**

The General Osteopathic Council has agreed a corporate plan for 2016-2019 which commits to achieving the three strategic objectives set out below, over the three year period.

#### **Strategic Objectives**

1. To promote public and patient safety through patient-centred, proportionate, targeted and effective regulatory activity
2. To encourage and facilitate continuous improvement in the quality of osteopathic healthcare
3. To use our resources efficiently and effectively, while adapting and responding to change in the external environment.

This document, the Business Plan 2016-2017, sets out the aims and detailed activities for the period April 2016 to March 2017, in support of each of the strategic objectives.

## 1. To promote patient and public safety through patient-centred, proportionate, targeted and effective regulatory activity

<b>1.1 Continuing professional development</b>		
<b>Goal:</b> to ensure that osteopaths keep their knowledge and skills up to date, and continually enhance and improve their practice		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Establish a strategy for the further development and implementation of a revised CPD scheme for osteopaths, working in partnership with all osteopathic stakeholders while ensuring appropriate governance oversight.	Professional Standards Communications Registration and Resources	April 2016
Recruit registrants and groups willing to work as 'early adopters' to test and refine the CPD scheme and its resources.	Professional Standards Communications	November 2016
Update and publish learning resources that support the new CPD scheme – particularly in relation to communication and consent.	Professional Standards Communications Registration and Resources	December 2016
Review progress and legislative requirements, and consider timescales for introduction of compulsory elements of the CPD scheme.	Professional Standards Regulation Communications	March 2017
Publish new CPD Guidance and related resources.	Professional Standards Communications	March 2017
Scope and undertake osteopathic continuing professional development evaluation to feed into 'State of Osteopathic Continuing Professional Development' report.	Professional Standards Communications Registration and resources	March 2017
Conduct communications and engagement activities to support and promote the implementation of a	Communications	All year

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new CPD scheme for osteopaths.	Professional Standards	
Develop and test robust, web-based infrastructure to support the new CPD scheme.	Communications Registration and Resources	All year
Audit 20% of CPD Annual Summary Forms and 2% of CPD folders to ensure registrants are meeting current standards and to identify good practice and areas for improvement.	Registration and Resources	All year

<b>1.2 Education and training</b>		
<b>Goal:</b> to ensure that osteopathic education is of high quality and continues to evolve to reflect changes in education and healthcare		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Develop and implement strategy for raising awareness of the Guidance for Osteopathic Pre-registration Education.	Professional Standards	December 2016
In partnership with OEIs, review standards for undergraduate education and identify any need for additional standards for delivery of the curriculum, training, learning or assessment to support high quality and safe patient care (including any additional guidance on boundaries).	Professional Standards	June 2016
In partnership with OEIs, identify any themes from GOPRE that can be used to undertake thematic reviews as part of the quality assurance process.	Professional Standards	September 2016
In partnership with the Council for Osteopathic Educational Institutions, develop mechanisms for bringing together faculty from different OEIs to identify challenges in the delivery of osteopathic education, including through collective solutions and CPD opportunities for faculty.	Professional Standards	March 2017
Identify and share areas of good practice from Annual Reports in teaching, learning and assessment.	Professional Standards	June 2016
Continue to monitor and enhance the quality of osteopathic education by: ensuring appraisal and training of Education Visitors; undertaking periodic quality assurance reviews; agreeing changes to Annual Reports; collecting and analysing data and disseminating findings, feedback and good practice to the sector; monitoring action plans, conditions and requirements; monitoring course closure plans.	Professional Standards	All year
Complete engagement process on quality assurance discussion document, report findings and complete development of new proposals and method (in conjunction with quality assurance partner).	Professional Standards	March 2017
Work with OEIs to continue to develop patient involvement in the delivery of osteopathic education.	Professional Standards Communications	All year
Continue to promote professionalism within OEIs, and among students and faculty.	Professional	All year

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	Standards Communications	
Conduct annual programme of on-campus GOsC presentations to osteopathic students to support training outcomes, embed understanding of the role of the GOsC, and assist transition into practice.	Professional Standards Communications Registration Regulation	All year
Further develop targeted communications for osteopathic students to support transition into practice.	Communications	All year

<b>1.3 Fitness to practise</b>		
<b>Goal:</b> to ensure patient safety by taking effective, timely and proportionate action on complaints about osteopaths		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Manage the complaints caseload in an efficient, effective, fair and timely way seeking to achieve a target of 12 months for the majority of fitness to practise complaints to reach a hearing.	Regulation	All year
Continue to monitor Quality Assurance Framework, including internal/external audits and peer review of decision making.	Regulation	All year
Review Indicative Sanctions Guidance and Hearings guidance.	Regulation	November 2016
Provide training as required to fitness to practise panellists, including the provision of an annual training day for IC members and an annual training day for PCC/HC members.	Regulation	All year
Communicate case learning points, PSA advice, relevant case law and regulatory developments to GOsC Committee members (and arrange training where necessary).	Regulation	All year
Implement any changes to procedures recommended by the PSA's initial stages audit, the Performance Review or other source.	Regulation	All year
Seek to enhance the pool of osteopathic expert witnesses acting in fitness to practise cases and arrange dedicated training.	Regulation	Timing TBC
Develop and implement a performance review scheme for legal assessors.	Regulation	Timing TBC
Implement new data collection on complainants and registrants.		Timing TBC
Review and consult on options for the use of legally qualified chairs.	Regulation	March 2016
Review and consult on options for the introduction of case examiners.	Regulation	March 2016
Review and enhance existing PCC bank of conditions.	Regulation	Timing TBC
Review best practice across regulators for the support and information provided to registrants and identify proposals for consideration by the Osteopathic Practice Committee.	Regulation	June 2016

<b>1.4 Registration</b>		
<b>Goal:</b> to ensure that only those eligible to do so practise as osteopaths in the UK and to increase understanding, awareness and use of the register		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Ensure compliance with the Osteopaths Act 1993 and the underpinning Registration Rules and identify enhancements to existing registration processes.	Registration and Resources Regulation	All year
Ensure the quality of registration assessments, including the training and appraisal of GOsC registration assessors and return to practice reviewers, moderation meeting facilitation and regular communications.	Professional Standards, Registration and Resources	All year
Seek feedback from those using or applying our registration processes (including registrants, registration applicants and registration assessors) in order to better understand their experiences and improve our registration system.	Registration and Resources Communications	All year
Ensure compliance with the amended EU Directive 2013/55/EU, identifying enhancements to existing registration processes, if needed.	Registration and Resources	All year
Implement a new system for auditing evidence of professional indemnity insurance held by registrants.	Registration and Resources	
Continue to establish a network of contacts with peers in other regulatory bodies and similar organisations to share experiences and best practice.	Registration and Resources	All year
Continue to encourage osteopaths to promote awareness of their registered status and the GOsC Register – monitoring levels of registrant take-up.	Communications	All year
Seek to develop greater awareness of the Register and the GOsC’s regulatory role within the wider healthcare community.	Communications	All year
Seek to develop links with European Competent Authorities to facilitate registration and information exchange.	Chief Executive Registration	All year
Scope review of registration assessments to ensure proportionality of GOsC requirements, particularly for applicants from countries where osteopathy is already regulated.	Professional Standards, Registration and Resources	March 2017

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Undertake review of registration assessment costs and implement revised charges.	Registration and Resources and Professional Standards	March 2017
Investigate individuals identified or reported to GOsC as incorrectly describing themselves as osteopaths, write 'cease and desist' letters to them, and prosecute those who ignore such letters.	Regulation	All year
Monitor activity of individuals removed from the Register during 2014-15, identified in accordance with procedures agreed with Registration Department (writing 'cease and desist' letters and prosecuting them as necessary, as described above).	Registration, Regulation	All year

<b>1.5 Patient involvement and engagement</b>		
<b>Goal:</b> to put patients, patient-centred regulation and patient-centred healthcare at the heart of our work		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Assess all policy development activities at the outset to ascertain patient and public involvement (PPI) requirements and develop/implement a public and patient engagement plan where appropriate.	Communications	All year
Continue to recruit members to the GOsC Patient Partnership Group, keeping members informed and engaged.	Communications	All year
Strengthen partnerships with patient representative groups, including Healthwatch England and equivalent networks in Scotland, Wales and Northern Ireland, to expand GOsC access to patients and to increase awareness of osteopathy as a regulated practice.	Communications	All year
Ensure adequate and appropriate patient/public input into the review of the <i>Osteopathic Practice Standards</i> .	Communications	July 2016
Introduce new GOsC Witness Guidance (including leaflets and on-line information).	Regulation Communications	May 2016
Seek feedback from the public and patients to assess the quality of key GOsC public information. and implement improvements to content and format where required.	Communications	All year

## 2. To encourage and facilitate continuous improvement in the quality of osteopathic healthcare

<b>2.1 Standards and professionalism</b>		
<b>Goal:</b> to promote high standards of practice and professionalism in the osteopathic profession		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Develop and implement a communications and engagement strategy to support and promote the 2016-17 revision of the <i>Osteopathic Practice Standards</i> (OPS).	Communications Professional Standards	All year
Undertake desk research to support the review of the <i>Osteopathic Practice Standards</i> .	Professional Standards	July 2016
Undertake comprehensive call for evidence, engaging with a range of stakeholders; review and analyse evidence.	Communications, Professional Standards	February to September 2016
Redraft the <i>Osteopathic Practice Standards</i> , prepare for consultation, and consult.	Professional Standards	December 2016 to March 2017
Scope need for supplementary guidance and learning materials to support greater understanding and effective use of the <i>Osteopathic Practice Standards</i> .	Professional Standards, Communications	March 2017
Work with the Institute of Osteopathy on the development of its 'Patient Charter' and with the Osteopathic Development Group on the development of Service Standards for the osteopathic profession.	Chief Executive Communications	All year

<b>2.2 Capacity building</b>		
<b>Goal:</b> to ensure that the osteopathic profession continues to develop its capacity to improve patient experience and high quality care		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Develop a communications programme to encourage awareness of and engagement in projects to support the development of the profession	Communications	All year
Continue to provide support for Osteopathic Development Group projects including: <ul style="list-style-type: none"> <li>Leadership – provide financial and administrative support for second year of osteopathic leadership programme.</li> <li>Service standards – work with the Institute of Osteopathy on development and integration of proposed service standards and patient charter.</li> </ul>	Communications Professional Standards Chief Executive	All year



<ul style="list-style-type: none"> <li>• Mentoring – support the implementation of recommendations resulting from completion of phase 1 of the ODG mentoring project.</li> <li>• Advanced practice – support the implementation of recommendations resulting from completion of phase 1 of the ODG advanced practice project.</li> <li>• Regional support – with the Institute of Osteopathy, promote capacity building within local osteopathic groups to contribute to the development of the profession and the new CPD scheme.</li> <li>• International – continue to support and promote the use of the new resources on international osteopathy developed by the ODG.</li> <li>• PROMs – promote the work of NCOR on patient reported outcome measures and other reporting tools.</li> </ul>		
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<b>2.3 Research, practice and regulation</b>		
<b>Goal:</b> to use evidence from data collection, risk analysis and research to inform the development of osteopathic regulation and practice		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Engage with the Professional Indemnity Insurance Providers and the professional association to review 2015 complaints/claims data; identify trends; agree action, and review/revise data collection and dissemination strategy for 2016.	Communications Regulation	All year
Continue to support the National Council of Osteopathic Research as a means to increase research awareness and research activity within the osteopathic profession.	Communications	All year
Analyse data relating to individual registrants subject to complaints to identify ways to improve standards and reduce the risk of complaints.	Regulation Communications	Subject to initial scoping 2015-16
Continue to develop work in relation to values in practice to support the development of the <i>Osteopathic Practice Standards</i> and new CPD scheme.	Professional Standards	All year

### 3. To use our resources efficiently and effectively, while adapting and responding to change in the external environment

<b>3.1 Service quality and engagement</b>		
<b>Goal:</b> to enhance the quality of service that we provide to patients and the public, registrants and our other stakeholders		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Continue to identify opportunities for enhancing customer service standards, and implement.	Communications	All year
Review GOsC feedback mechanisms, with a view to improving stakeholder feedback opportunities, services and communications.	Communications	All year
Develop a new GOsC Communications and Engagement Strategy to ensure our communications are diverse, targeted, informative and effective – working with others to increase our impact wherever possible.	Communications	May 2016
Ensure high quality consultation and engagement on policy and operational developments, including use of the GOsC Patient Partnership Group.	Communications	All year
Continue to provide GOsC representation at appropriate healthcare conferences/exhibitions across the UK to promote awareness of osteopathic regulation, registration and practice standards, and foster partnerships.	Communications	All year
Continue to support regular engagement activities and events including: <ul style="list-style-type: none"> <li>• Meetings of the Regional Communications Network</li> <li>• Meetings with osteopathic educational institutions</li> <li>• Ongoing work with faculty in osteopathic educational institutions</li> <li>• The work of the Osteopathic Development Group</li> <li>• A programme of visits to local osteopathic groups</li> <li>• A programme of visits to advanced practice osteopathic groups and CPD providers.</li> </ul>	Professional Standards Chief Executive Communications	All year
Continue to provide high quality information to support registrants' engagement with the GOsC including through: <ul style="list-style-type: none"> <li>• Publication of six issues of <i>the osteopath</i> magazine</li> <li>• Regular news e-bulletins and fitness to practise e-bulletins</li> <li>• Use of social media.</li> </ul>	Communications Regulation	All year

<b>3.2 Economy, efficiency and effectiveness</b>		
<b>Goal:</b> to operate efficient, economic and effective operational systems and processes		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Implement a new IT Strategy and embed the aims and objectives within the wider staff team.	Registration and Resources	November 2016
Establish a staff IT working group to share best practice, knowledge and experience.	Registration and Resources	May 2016
Review our mechanisms to ensure we routinely seek feedback from the users of IT about their experiences and satisfaction with the technologies employed.	Registration and Resources	May 2016
Explore our methods of communication and identify where we can use different technologies to interact with applicants, registrants and other customers of Registration, including through paperless working.	Registration and Resources	All year
Tender for new arrangements for the provision of external legal services.	Regulation and Registration and Resources	March 2017
Developing the Integra system to increase its functionality to suit fitness to practise case management requirements.	Regulation and Registration and Resources	December 2016
Review cancellation fees for Committee members and reading fees for PCC/HC.	Regulation	June 2016

<b>3.3 Governance</b>		
<b>Goal:</b> to operate with high standards of corporate governance and respond effectively to changes in the external environment		
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>
Provide regular reports to Council on progress against the business plan, and on financial, asset and risk management.	Chief Executive	All year
Engage with the new PSA Performance Review process, through regular data reporting and acting on issues arising from the performance review process and associated audits.	Chief Executive, Registration and Resources, Regulation	All year
Complete any new appointments to the governance structure, including where necessary using the appointments procedure approved by PSA.	Chief Executive	All year
Provide induction and ongoing training for new and existing Council members and other	Chief Executive,	All year

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non-executives.	Regulation	
Develop and implement a new staff and non-executive whistleblowing policy.	Chief Executive	July 2016
Organise training day for potential registrant applicants for Council and other non-executive roles.	Chief Executive	October 2016
Prepare an Annual Report on activities undertaken in year and submit to Parliament.	Chief Executive Registration and Resources Communications	June to September 2016
Develop and implement transition plan for charity registration.	Chief Executive, Registration and Resources	July 2016
Continue to engage with the Department of Health and other regulators on potential changes to legislation.	Chief Executive	All year