

**GENERAL OSTEOPATHIC COUNCIL
Business Plan
April 2018-March 2019**

***Draft for January 2018
Council***

GOsC BUSINESS PLAN 2018-2019

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 2018-2019, sets out the aims and detailed activities for the period April 2018 to March 2019, in support of each of the strategic objectives.

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

1.1 Continuing professional development			
Goal: to ensure that osteopaths keep their knowledge and skills up to date, and continually enhance and improve their practice			
Activity	Lead	Timing	Governance
Ensure that Council has appropriate oversight and scrutiny mechanisms of implementation of CPD scheme to provide assurance on effective implementation of the scheme (including monitoring of risk and finance) informed by stakeholder input.	Professional Standards	All year	Council at each meeting
Develop strategy for verification, assurance and compliance with CPD scheme including operational processes.	Professional Standards and Registration and Resources	October 2018	Council July 2018
Review and update equality impact assessment as implementation is ongoing.	Professional Standards	Ongoing	Council July 2018
Support and empower osteopaths to undertake aspects of the new CPD scheme through a programme of communication and engagement, and the development of new resources as required.	Professional Standards Communications	All year	
Further develop and implement communications strategy for engaging osteopaths to promote awareness of and help them prepare for the new CPD scheme and preparing CPD providers and other organisations to deliver it.	Professional Standards Communications	March 2019	
Begin first year phased evaluation of those who have commenced the first year of the CPD scheme identifying how they are getting on now that now they have started the scheme, what questions they have and what resources they need to successfully complete.	Professional Standards	March 2019	Council January 2019
Publish new CPD Rules.	Professional Standards	May 2018	Council May 2018
Consult on final version of CPD Guidance and PDR Guidance following rules being finalised.	Professional Standards	February 2018	Council January 2018
Publish final version of CPD Guidance and PDR Guidance.	Professional Standards Communications	July 2018	Council July 2018
Confirm and communicate start date for new CPD scheme for all osteopaths.	Registration and Resources and	May 2018	

	Communications		
Implement interactive, web-based infrastructure and annual registration renewal form and process to support the new CPD scheme ahead of implementation.	Communications Registration and Resources	October 2018	Council July 2018
Complete audit of 20% of CPD Annual Summary Forms and 2% of CPD folders under old scheme to ensure registrants are meeting current standards.	Registration and Resources	All year	

1.2 Education and training			
Goal: to ensure that osteopathic education is of high quality and continues to evolve to reflect changes in education and healthcare			
Activity	Lead	Timing	Governance
Complete analysis and publish new Quality Assurance Guidance and begin implementation of process.	Professional Standards	July 2018	Council July 2018
Publish risk based approach to publication of information following consultation	Professional Standards	July 2018	Council July 2018
Recruit Education Visitors in conjunction with Quality Assurance Agency	Professional Standards	October 2018	
Working with OEIs, support the further development of patient involvement in education and training e.g. curriculum, assessment and governance as well as patient feedback (thematic Review and Annual Report follow up)	Professional Standards	October 2018	PAC October 2018
Identify and continue to share areas of good practice in osteopathic education and training.	Professional Standards	All year	PAC March 2019
Continue to monitor and enhance the quality of osteopathic education by: ensuring appraisal and training of Education Visitors; undertaking periodic quality assurance reviews (RQ 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.	Professional Standards	All year	PAC October 2018
Further develop and publish proposals for risk based quality and effective approach to quality assurance.	Professional Standards	November 2018	PAC October 2018
Commence re-tendering QA contract.	Professional Standards	November 2018	PAC October 2018 and Council November 2018
Work with OEIs and COEI to develop faculty of educators.	Professional Standards	All year	PAC October 2018
Continue to promote professionalism within OEIs, and among students and faculty.	Professional Standards	All year	
Conduct annual programme of on-campus GOsC presentations to osteopathic students to	Professional	All year	

support training outcomes, embed understanding of the role of the GOsC, and assist transition into practice.	Standards Communications Registration		
Carry out strategic review of communications and engagement with students.	Communications Registration Professional Standards	October 2018	
Identify any external issues relating to education and training that impact on current objectives and amend plans accordingly.	Professional Standards	All year	

1.3 Fitness to practise			
Goal: to ensure patient safety by taking effective, timely and proportionate action on complaints about osteopaths			
Activity	Lead	Timing	Governance
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	Council at each meeting
Continue to monitor and further develop, the Quality Assurance Framework, including internal/external audits and peer review of decision making.	Regulation	All year	
Continue to hold regular determination review group meetings (with inter regulatory participation) to review final outcomes from PCC decisions.	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	
Develop separate guidance on Professional Indemnity Insurance for use by Fitness to Practise Committees	Regulation	tbc	Tbc
Conclude consultation on draft Investigating Committee decision making guidance and publish new guidance.	Regulation	May 2018	Council May 2018
Undertake a comprehensive review of existing published fitness to practise KPI's and internal timescales and how we measure them and implement changes in light of the threshold criteria, initial closure procedure and practice note on standard case directions. .	Regulation	July 2018	Council July 2018
Expand pool of expert witnesses acting in fitness to practise cases by appointing and training additional osteopaths.	Regulation	October 2018	
Develop and consult on a Rule 19 procedure and Practice Note.	Regulation Communications	July 2018	Council July 2018, November 2018

Provide training as required to fitness to practise panellists, including supporting the induction and integration of new members through training in addition to separate annual training days for IC and PCC/HC members.	Regulation	All year	
Identify any external issues relating to fitness to practise that impact on current objectives and amend plans accordingly.	Regulation	All year	

1.4 Registration			
Goal: 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			
Activity	Lead	Timing	Governance
Identify any significant registration-related issues arising from Brexit and seek to ensure effective working relationships with relevant European bodies through transition period	Chief Executive Registration	All year	
Ensure compliance with the Osteopaths Act 1993, the underpinning Registration Rules and appropriate EU Directives and identify enhancements to existing registration processes.	Registration and Resources Regulation	All year	
Develop policy options in relation to progression of mutual recognition	Professional Standards and Registration and Resources	October 2018	PAC October 2018
Engage with registration assessors to explore options for improved, fit for purpose, robust but accessible registration assessment processes for all applicants based on revised Osteopathic Practice Standards	Professional Standards and Registration and Resources	October 2018	PAC October 2018
Conclude consultation on registration assessments fees	Professional Standards and Registration and Resources	May 2018	Council May 2018
Develop options for registration assessments and return to practice process	Professional Standards and Registration and Resources	October 2018	PAC October 2018
Consult on revised registration assessment and return to practice process	Professional Standards and Registration and Resources	January 2019	Council January 2019
Ensure the quality of registration assessments, including the training and appraisal of GOsC	Professional	All year	PAC October

registration assessors and return to practice reviewers, moderation meeting facilitation and regular communications and evaluation.	Standards, Registration and Resources		2018
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, Professional Standards Communications	All year	
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	
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 2017-18 and 2018-19, 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	
Identify any external issues relating to regulation that impact on current objectives and amend plans accordingly.	Professional Standards Registration	All year	

1.5 Patient involvement and engagement

Goal: to put patients, patient-centred regulation and patient-centred healthcare at the heart of our work

Activity	Lead	Timing	Governance
Assess all key GOsC policy development and processes at the outset to ascertain patient and public involvement requirements, and develop/implement an appropriate engagement plan.	Communications	All year	
Continue to seek input to policy development and projects from the GOsC Patient Partnership Group, refreshing and promoting membership and keeping members informed and engaged.	Communications	All year	
Expand opportunity and options for patients, the public and other interested parties to input into GOsC work, including strengthening partnerships with patient representative groups across the UK.	Communications	All year	
Collaborate with other health regulators to increase the quality and scope of GOsC public engagement.	Communications	All year	
Promote among osteopathic stakeholders the value of patient involvement in their own work	Communications	All year	

and, encourage use of patient feedback to inform improvements in practice and training (see also CPD and education and training above).			
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2. To encourage and facilitate continuous improvement in the quality of osteopathic healthcare

2.1 Standards and professionalism			
Goal: to promote high standards of practice and professionalism in the osteopathic profession			
Activity	Lead	Timing	Governance
Publish Osteopathic Practice Standards (includes promote and distribute)	Professional Standards Communications	June 2018 online. September print	Council May 2018
Publish and launch online digital version of the Osteopathic Practice Standards with a focus on usability	Communications	October 2018	
Develop strategy to implement Osteopathic Practice Standards including analysis, impact and implementation for all regulatory objectives and functions and including key stakeholder organisations	Professional Standards	May 2018	Council May 2018
Develop and implement strategy to raise awareness, understanding and usage of the Osteopathic Practice Standards for osteopaths prior to implementation in October 2019.	Professional Standards Communications	March 2019	PAC March 2019
Continue to develop work in relation to values of patients and practitioners, using co-production, to support effective decision making to support regulatory objectives.	Professional Standards	All year	PAC June 2018, Council July 2018
Evaluate impact of literature review on boundaries and functions and consider need to commission substantive research questions informed by that.	Professional Standards	July 2018	PAC June 2018
Developing learning resources to help support osteopaths to implement the standards in practice	Professional Standards Communications	All year	
Update and review equality impact assessment through the implementation period.	Professional Standards	All year	
Develop and agree strategy for evaluating impact of the OPS implementation	Professional Standards	March 2019	PAC March 2019

2.2 Capacity building			
Goal: to ensure that the osteopathic profession continues to develop its capacity to improve patient experience and high quality care			
Activity	Lead	Timing	Governance
Provide communications support for the Osteopathic Development Group programme to encourage awareness of and engagement in ODG projects to support the development of the profession.	Communications	All year	

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<p>Continue to provide support for Osteopathic Development Group projects including:</p> <ul style="list-style-type: none"> • Leadership – support the delivery of the ODG’s leadership development activities. • Service Standards – work with the Institute of Osteopathy on the implementation of the Patient Charter and Service Standards. • Mentoring – support the implementation of a profession-wide mentoring programme for recent graduates. • Accredited practice – support the development and implementation of the ODG’s accredited practice programme for paediatric osteopathy. 	Chief Executive Communications Professional Standards	All year	Council May 2018
Develop a strategy for fostering sustainable professional networks and learning communities that support professional development and minimise practitioner isolation.	Professional Standards, Communications	All year	
Continue to work with the Council of Osteopathic Educational Institutions to support their proposals to develop the organisation to better meet the needs of the sector.	Professional Standards Chief Executive	March 2019	PAC October 2018
Work with Osteopathic Development Group to evaluate progress with its activities to inform future support from the GOsC in the 2019-22 Corporate Strategy.	Chief Executive Professional Standards	October 2018	Council November 2018

2.3 Research, practice and regulation

Goal: to use evidence from data collection, risk analysis and research to inform the development of osteopathic regulation and practice

Activity	Lead	Timing	Governance
Engage with the Professional Indemnity Insurance Providers and the professional association to review 2016 complaints/claims data; identify trends; agree action, and review/revise data collection and dissemination strategy for 2017.	Regulation Chief Executive	All year	PAC June 2018
Continue to support the National Council of Osteopathic Research and promote its activities as a means to increase research awareness and research activity within the osteopathic profession.	Chief Executive Communications	All year	
Scope development of research to evaluate impact of research exploring and explaining the dynamics of osteopathic regulation, professionalism and compliance with standards in practice, identifying further lessons to learn as new CPD scheme and other regulatory activities are implemented.	Professional Standards Chief Executive	March 2019	PAC March 2019

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

3.1 Service quality and engagement			
Goal: to enhance the quality of service that we provide to patients and the public, registrants and our other stakeholders			
Activity	Lead	Timing	Governance
Monitor revisions to the Welsh Language Act and implement existing and potential new requirements as required.	Communications Chief Executive	All year	July 2018
Review feedback arising from GOsC stakeholder surveys in 2017-18, identifying and implementing improvements, and adjusting GOsC communications and engagement mechanisms and strategies.	Communications	All year	
Develop new three-year Communications and Engagement Strategy.	Communications	January 2019	Council November 2018, January 2019
Ensure high quality consultation and engagement on policy and operational developments, including involvement of the GOsC Patient Partnership Group.	Communications	All year	
Continue to support regular engagement activities and events including: <ul style="list-style-type: none"> • Providing support for regional groups • Meetings with osteopathic educational institutions • Ongoing work with faculty in osteopathic educational institutions • The work of the Osteopathic Development Group • A programme of visits to local osteopathic groups • A programme of visits to advanced practice osteopathic groups and CPD providers • Assisting the development of networks of osteopaths • Meeting with insurance providers and legal defence organisations • Attendance at appropriate healthcare events across the UK to promote awareness of osteopathic regulation, registration and practice standards • Engagement around provision of resources and guidance and professional development 	Communications Chief Executive Professional Standards	All year	
Continue to provide high quality information to support registrants' engagement with the GOsC including through: <ul style="list-style-type: none"> • Publication of the osteopath magazine • Regular e-bulletins and fitness to practise updates • Improving websites and web content • Use of social media. 	Communications Regulation	All year	

3.2 Economy, efficiency and effectiveness			
Goal: to operate efficient, economic and effective operational systems and processes			
Activity	Lead	Timing	Governance
Implement the activities from the IT Strategy and work plan	Registration and Resources	All year	Audit Committee
Continue to develop the Integra system to increase its functionality and usability across the organisation	Registration and Resources	All year	
Continue to identify any opportunities for joint working with other regulators and provide advice to Council on governance of any joint activities	Chief Executive	All year	Council as required
Undertake review of HR policies including reward strategy	Chief Executive	All year	RaAC
Use insight gathered from engagement activities to support ongoing evaluation of the impact of our activities	Communications	All year	

3.3 Governance			
Goal: to operate with high standards of corporate governance and respond effectively to changes in the external environment			
Activity	Lead	Timing	Governance
Provide regular reports to Council on progress against the business plan, and on financial, asset and risk management.	Chief Executive	All year	Council at each meeting
Support Council in implementing its ongoing development	Chief Executive	All year	
Review Scheme of Delegation	Chief Executive	May 2018	Council May 2018
Develop a new Corporate Strategy for 2019-22.	Chief Executive	January 2019	Council November 2018, January 2019
Ensure that the GOsC continues to meet its duties under the Equality Act, including reviewing the current Equality and Diversity Policy.	Chief Executive	May 2018 and all year	Council May 2018
Ensure readiness for and ongoing compliance with the General Data Protection Regulation	Regulation	All year	Council May 2018
Engage with the PSA Performance Review process, through regular data reporting and acting on issues arising from the performance review process and associated audits.	Chief Executive,	All year	Council July 2018
Complete any new appointments to the governance structure, including where necessary using the appointments procedure approved by PSA.	Chief Executive	All year	RaAC and Council ad-hoc
Provide induction and ongoing training for new and existing Council members and other non-executives.	Chief Executive, Regulation	All year	
Prepare an Annual Report on activities undertaken in year and submit to Parliament.	Chief Executive,	June to	Council July 2018

Annex A to 7

	Registration and Resources, Communications	September 2018	
Comply with Charity Commission reporting requirements	Chief Executive	All year	
Continue to engage with the Department of Health and other regulators on the reform of healthcare professional legislation.	Chief Executive	All year	