

**GENERAL OSTEOPATHIC COUNCIL
Business Plan
April 2017-March 2018**

Monitoring at 30 June 2017

GOsC BUSINESS PLAN 2017-2018

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, sets out progress against the Business Plan 2017-2018.

Legend

Status ● On track ● Minor delay ● Cancelled/postponed

Change ↑ Positive ↓ Negative

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	Status	Change	Comments
Implement governance structures to ensure that Council has appropriate oversight and scrutiny mechanisms of implementation of CPD scheme.	Professional Standards	All year	●		SMT Task Group continues to meet every three weeks to oversee project planning. Meeting of CPD Partnership Group takes place on 4 July 2017. Regular reports are provided to PAC and to Council.
Support osteopaths to undertake aspects of the new CPD scheme.	Professional Standards Communications	All year	●		Webinars are ongoing to support small groups of osteopaths to undertake objective activities. Supported by communications and engagement plan.
Establish strategy for engaging osteopaths who have not yet prepared to explore the new CPD scheme.	Professional Standards Communications	March 2018	●		
Review, enhance and update, as appropriate, resources for CPD (to include any activity we undertake that supports implementation of standards).	Professional Standards	All year	●		Participants in webinars have developed new examples for sharing with osteopaths and the website continues to be updated with resources.
Update and publish learning resources for Peer Discussion Review.	Professional Standards	September 2017	●		
Consult on amended CPD rules, analyse consultation and agree new CPD Rules.	Professional Standards Communications	July 2017 to March 2018	●		Awaiting DH sign off for proposals.

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Begin second year evaluation of changes in patterns of CPD (taking into account work of Early Adopters and the profession more broadly), analyse and publish evaluation	Professional Standards	October 2017 to March 2018	●		
Conduct a programme of communications and engagement with osteopaths, osteopathic representative organisations, local osteopathic groups, and education providers to support and promote the implementation of a new CPD scheme for osteopaths.	Communications Professional Standards	All year	●		One year 'countdown' plan in development. Discussion at CPD Partnership Board: 4 July 2017. New feature 'Countdown to new CPD' in June/July <i>the osteopath</i> . CPD feature in monthly news ebulletins, updates to CPD site including case studies from Early Adopters.
Continue evaluation, development and testing of an interactive, web-based infrastructure to support the new CPD scheme.	Communications Registration and Resources	All year	●		Work ongoing with web hosting company
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	●		Audit activity on-going.

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	Status	Change	Comments
Analyse potential impact of the Thematic Review on Boundaries and feeding this in to the Quality Assurance Review.	Professional Standards	May 2017	●		Facilitated session with report author and osteopathic educational institutions at the meeting on 19 June 2017. Publication agreed and next steps are in process of development.
Analyse potential impact of publication of conditions and requirements and removal of RQ dates to	Professional Standards	May 2017	●		Ongoing

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support more risk based approach to QA.					
Publish specific proposals for the QA review (in conjunction with QA partner).	Professional Standards	September 2017	●		
Complete analysis and publish new Quality Assurance Guidance and begin implementation of process.	Professional Standards	March 2018	●		
Scope need for additional guidance for students following results of boundaries literature review and thematic review on boundaries with particular reference to student and tutor and student and student relations and also the OPS review.	Professional Standards	December 2017	●		
Identify and share areas of good practice from Annual Reports in teaching, learning and assessment.	Professional Standards	June 2017	●		
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	●		
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 Standards Communications	All year	●		
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	All year	●		
Further develop targeted communications for	Communications	All year	●		

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osteopathic students to support transition into practice, including support for the Osteopathic Development Group's mentoring pilot.	Chief Executive				
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	Status	Change	Comments
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	●		Ongoing
Continue to monitor and further develop, the Quality Assurance Framework, including internal/external audits and peer review of decision making.	Regulation	All year	●		Terms of reference for an external audit of recent PCC final hearings where no finding of UPC was made have been finalised with the audit due to commence in July 2017.
Implement new data collection on complainants and registrants.	Regulation	All year	●		
Establish and hold regular determination review group meetings (with inter regulatory participation) to review final outcomes from PCC decisions	Regulation	April 2017	●		The inaugural meeting of the DRG took place on 9 May 2017. Attendees included two senior lawyers from the General Optical Council and a senior manager from the Care Quality Commission.
Communicate case learning points, PSA advice, relevant case law and regulatory developments to GOsC Committee members (and arrange training where necessary).	Regulation	All year	●		We have received two learning points (LP) letters from the PSA since January 2017. We have organised half-day Chair training

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					for September 2017 where the focus will be on competencies relating to chairs, including effective time management, control of a hearing and dealing with difficult counsel.
Implement any changes to procedures recommended by the PSA's initial stages audit, the Performance Review or other source.	Regulation	All year	●		
Develop and implement Standard Case Directions for all cases referred to PCC.	Regulation	September 2017	●		Scoping of standard/automatic directions upon referral of a case from the Investigating Committee has commenced and will take place over July/August.
Review and consult on changes to the Rule 8 procedure and Practice Note.	Regulation and Communications	July 2017	●		A paper proposing an updated and modified draft Rule 8 Practice Note was approved for an eight week consultation by Council in May 2017. The consultation is due to commence in July 2017.
Develop and consult on a Rule 19 procedure and Practice Note.	Regulation and Communications	January 2018	●		
Review the Investigating Committee decision making guidance including developing separate guidance for the IC on issuing advice.	Regulation	July 2017	●		An extensive review of the IC decision making guidance has been undertaken. As part of our pre-consultation engagement plan, we have planned a structured discussion and feedback session as part of the agenda at the annual IC training day scheduled for 3 July 2017.
Provide training as required to fitness to practise	Regulation	All year	●		Induction training for new

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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.					committee members took place on 21 March 2017. The agenda included a well received session on equality and diversity training.
Continue to explore options and develop procedures and policies which improve and modernise our processes which do not require changes to the Osteopaths Act.	Regulation	All year	●		
Evaluate the effectiveness of the existing PCC bank of conditions and consult on changes where appropriate.	Regulation	October 2017	●		
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	Status	Change	Comments
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	●		Ongoing
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 and evaluation.	Professional Standards, Registration and Resources	All year	●		Registration assessor appraisals scheduled to commence in July. Registration assessments on-going.
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	●		Feedback from new graduates about the registration process being collected monthly, starting in July 2017.

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Ensure compliance with the amended EU Directive 2013/55/EU, identifying enhancements to existing registration processes, if needed.	Registration and Resources	All year	●		Ongoing
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	●		Targeted communications to osteopaths to promote use of Registration Marks, as a result of ongoing audit of practice websites.
Seek to develop greater awareness of the Register and the GOsC's regulatory role within the wider healthcare community.	Communications	All year	●		Member of planning Committee for Annual Regulation Conference: 30 October. Jointly hosting parallel session with the GDC on values research.
Undertake literature review about mutual recognition in other sectors.	Professional Standards	September 2017	●		
Undertake engagement with relevant stakeholders and develop of proposals for changes to registration assessments if required.	Professional Standards	March 2018	●		
Finalise and implement proposals for consultation on changes to registration assessment charges for overseas applicants	Registration and Resources and Professional Standards	September 2017 to March 2018	●		
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	●		Ongoing
Monitor activity of individuals removed from the Register during 2016-17 and 2017-18, identified in accordance with procedures agreed with	Registration, Regulation	All year	●		Ongoing

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Registration Department (writing 'cease and desist' letters and prosecuting them as necessary, as described above).					
Continue to develop links with European Competent Authorities to facilitate registration and information exchange.	Chief Executive Registration	All year	●		Contact ongoing with Portuguese authorities
Identify any external issues relating to regulation that impact on current objectives and amend plans accordingly.	Professional Standards	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	Status	Change	Comments
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	●		12 patients contributing to Values seminar: 11 July, recruited from GOsC Patient Group and from research consultancy. Opportunity to recruit new members to PPG at 11 July event.
Ensure adequate and appropriate patient/public input into the revised <i>Osteopathic Practice Standards</i> consultation.	Communications	All year	●		Patients have formed a quarter of the membership of the OPS Stakeholder Reference Group which has overseen the development of the document. Patient focus group is planned for end of September/early October. The website summary

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					of the long consultation document is designed to be accessible to patients and the public and the osteopaths.
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	●		GOsC consultation on Hearings and Sanctions guidance. Patients contributing to CPD Partnership Board activity. Targeted communications to Healthwatch network, Scottish Health Councils, Welsh CHCs and the Northern Ireland Patient Client Council as part of OPS consultation planning.
Collaborate with other health regulators to increase the quality and scope of GOsC public engagement.	Communications	All year	●		We are working in partnership with the General Dental Council on recruitment of patients to inform the development of our values work. This has meant direct recruitment from the GDC patient panel as well as purposive recruitment.
Promote among osteopathic stakeholders the value of patient involvement in their own work and the GOsC's; encourage use of patient feedback to inform improvements in practice and training.	Communications	All year	●		The GOsC has piloted patient feedback webinars which have supported some osteopaths to explore patient feedback.

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	Status	Change	Comments
Continue to implement the communications and engagement strategy underpinning the project to revise and update the <i>Osteopathic Practice Standards</i> (OPS).	Communications Professional Standards	All year	●		An early draft of the Communications and Engagement strategy was considered by the Policy Advisory Committee in June and a more detailed version will be considered in Council in July.
Conduct an effective public consultation on the revised <i>Osteopathic Practice Standards</i> and associated guidance (e.g. consent, boundaries and managing patient information).	Communications Professional Standards	September 2017	●		The consultation is due to run from August to October 2017. The consultation uses a variety of methods including full consultation document, accessible and interactive website and a variety of face-to-face and online meetings.
Publish example learning resources to support implementation of the guidance.	Professional Standards	All year	●		
Analyse consultation response, agree final OPS and Guidance, and consultation analysis for publication.	Professional Standards	January to March 2018	●		
Scope out communications and engagement programme to launch and promote new osteopathic practice standards to the profession and the public.	Communications Professional Standards	March 2018	●		
Continue to work with the Institute of Osteopathy and the Osteopathic Development Group on the implementation of the Patient Charter and Service Standards for the osteopathic profession.	Chief Executive Communications	All year	●		Support being provided for iO to develop accreditation scheme for service standards

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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	Status	Change	Comments
Develop and deliver 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"> • Leadership – provide financial and administrative support for third year of osteopathic leadership programme. • Service Standards – work with the Institute of Osteopathy on the implementation of the Patient Charter and Service Standards. • Mentoring – support the implementation of a pilot mentoring scheme. • Advanced practice – support the implementation of recommendations resulting from completion of phase 1 of the ODG advanced practice project. • Regional support/communities of practice – 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. • International – continue to support and promote the use of the new resources on international osteopathy developed by the ODG. • PROMs – promote the work of NCOR on patient reported outcome measures and other reporting tools. 	Communications Professional Standards Chief Executive	All year	●		Leadership – Year 3 programme commenced June 2017 with initial workshop 24 June. Mentoring – pilot scheme commenced July 2017 with training workshop and webinar. Advanced practice – working group focusing on developing competence framework for paediatrics. Regional support/communities of practice – updated guide published April 2017. Launch of dedicated ODG newsletter – May 2017.
Develop a sustainable strategy for fostering	Professional	March 2018	●		Collaborative work with iO, with

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professional networks and learning communities that support professional development and minimise practitioner isolation.	Standards Communications				targeted interviews planned with representatives from different communities of practice: local group, multidisciplinary practice and clinical interest group. Development of learning communities a factor in Countdown to new CPD implementation planning.
Work with the Council of Osteopathic Educational Institutions to support their proposals to develop the organisation to better meet the needs of the sector including develop mechanisms for bringing together faculty from different OEIs to identify challenges in the delivery of osteopathic education.	Professional Standards Chief Executive	March 2018	●		Funding proposal for COEI presented to Council July 2017
Work in partnership with organisations and networks across the osteopathic sector to identify and develop capacity to realise the benefits of the CPD scheme across the sector and for patients.	Professional Standards	All year	●		

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	Status	Change	Comments
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.	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	●		Ongoing
Commission research on boundaries in osteopathic	Professional	July 2017	●		

practice.	Standards				
Analyse data relating to individual registrants subject to complaints to identify ways to improve standards and reduce the risk of complaints.	Regulation Communications	July 2017	●		
Continue to develop work in relation to values of patients and practitioners, using co-production, to support effective decision making to support regulatory activities.	Professional Standards	All year	●		A patient and practitioner workshop is being held jointly with the GDC on 11 July 2017.

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	Status	Change	Comments
Monitor revisions to the Welsh Language Act and implement potential new requirements as required.	Communications	All year	●		Welsh Language Scheme Annual Report to be considered by Council 18 July.
Review feedback arising from GOsC stakeholder surveys in 2017-18, identifying and implementing improvements to operations and services, and adjusting GOsC communications and engagement mechanisms and strategies.	Communications	All year	●		
Continue implementation of GOsC three-year Communications and Engagement Strategy to ensure our communications are diverse, targeted, informative and effective – working with others to increase our impact wherever possible.	Communications	All year	●		Ongoing
Ensure high quality consultation and engagement on policy and operational developments, including use of the GOsC Patient Partnership Group.	Communications	All year	●		Consultation on Hearings and Sanctions guidance (May 2017). Consultations planned in July on Consensual disposal (Rule 8)

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					and new CPD rules.
Ensure GOsC representation at appropriate healthcare events 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"> • Meetings of the Regional Communications Network • 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 • Engagement around provision of resources and guidance and professional development 	Professional Standards Chief Executive Communications	All year	●		GOsC/OEI meeting held on 19 June 2017. Ongoing programme of work from September onwards is being developed.
Continue to provide high quality information to support registrants' engagement with the GOsC including through: <ul style="list-style-type: none"> • Publication of <i>the osteopath</i> magazine • Regular news e-bulletins and fitness to practise e-bulletins • Use of social media. 	Communications Regulation	All year	●		April/May issue June/July issue of the osteopath, with refreshed design and dedicated 'Countdown to new CPD' feature April, May and June news ebulletins.

3.2 Economy, efficiency and effectiveness					
Goal: to operate efficient, economic and effective operational systems and processes					
Activity	Lead	Timing	Status	Change	Comments
Implement the year two activities from the IT Strategy and work plan	Registration and Resources	All year	●		Actions arising from the IT audit are being implemented. Reported to Audit Committee in June 2016.
Explore our methods of communication and identify where we can use different technologies to interact with applicants, registrants and other customers.	Registration and Resources	All year	●		
Continue to develop the Integra system to increase its functionality to suit fitness to practise case management requirements following the recent version upgrade.	Regulation and Registration and Resources	December 2017	●		
Identify opportunities for joint working with other regulators and provide advice to Council on governance of any joint activities.	Chief Executive	All year	●		Informal discussion taking place among regulators

3.3 Governance					
Goal: to operate with high standards of corporate governance and respond effectively to changes in the external environment					
Activity	Lead	Timing	Status	Change	Comments
Provide regular reports to Council on progress against the business plan, and on financial, asset and risk management.	Chief Executive	All year	●		Ongoing
Ensure that the GOsC continues to meet its duties under the Equality Act and Welsh Language Act	Chief Executive	All year	●		WLS report to Council July 2017
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, Registration and Resources, Regulation	All year	●		2016-17 review completed and reported to Council July 2017
Complete any new appointments to the governance	Chief Executive	All year	●		None required to date

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structure, including where necessary using the appointments procedure approved by PSA.					
Provide induction and ongoing training for new and existing Council members and other non-executives.	Chief Executive, Regulation	All year	●		Council training day 7 December IC training 3 July
Prepare an Annual Report on activities undertaken in year and submit to Parliament.	Chief Executive Registration and Resources Communications	June to September 2017	●		Annual Report presented to Council July 2017
Continue to engage with the Department of Health and other regulators on the reform of healthcare professional legislation.	Chief Executive	All year	●		Ongoing
Manage any issues arising from transition to a registered charity	Chief Executive	All year	●		Ongoing