



Council
6 November 2014
Leadership development project funding application

Classification Public

Purpose For decision

Issue The paper asks for approval of a grant towards the development and delivery of a leadership programme for the osteopathic profession.

Detail of the project proposal and financial information is contained in Item 3 on Part Two of the agenda at the request of the Open University for reasons of commercial confidentiality.

Recommendation To agree an initial grant of £18,560 towards the first year costs of delivering a new leadership programme for the osteopathic profession.

Financial and resourcing implications These are contained in the Part Two paper. As previously agreed by Council, funding towards development projects is being met from accumulated reserves.

Equality and diversity implications None identified.

Communications implications The award of grants for any of the development projects will be published in *the osteopath* magazine and on our website.

Annexes None

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Background

1. One of the eight projects identified by the Osteopathic Development Group is on leadership. This project was initiated because there is a growing focus within healthcare on leadership capacity and leadership development among healthcare professionals. While some aspects of this are focused on clinical matters, there is a wider recognition of the need to develop leadership potential. Recent developments in this area include:
 - a. The development and recent revision of the NHS Leadership Framework (by the NHS Leadership Academy) which provides a consistent approach to leadership development for all staff in health and care irrespective of discipline, role, function or seniority.
 - b. The growth of independent leadership initiatives within healthcare such as those delivered by the King's Fund.
 - c. The identification of leadership failings as a major factor in events at Mid Staffordshire hospital set out in the Francis Report, as well as similar events elsewhere.
2. There is also an increasing realisation of the need to develop better leadership skills among osteopaths. The osteopathic profession has a lack of structures within which leadership development can be effectively supported, but a range of activities and institutions where leadership development and capacity building are required. The raising of general clinical and professional leadership skills should also have a positive long term impact on osteopathic development and employment in the UK.
3. While there are a number of existing leadership programmes available, it would be beneficial to have a programme or elements of a programme that are osteopathic profession-specific. This project aims to identify ways to support the development of generic leadership skills within the osteopathic profession and define practical paths to delivering and marketing these programmes. With this in place, the profession will be able to nurture strong sustainable leadership for the future of the osteopathy, dedicated to improving the overall quality of UK health and patient care.

Discussion

Work to date

4. The initial work of the leadership project team was to look at the existing leadership frameworks and programmes that are available to consider their suitability in the osteopathic profession's context. One of the challenges in this area is that healthcare leadership initiatives, for example those developed by the NHS Leadership Academy, are very much focused on the structures and

activities of the health service and are not directly relevant to the osteopathic profession's needs.

5. We also sought to discuss our requirements with a range of programme providers with a view to developing a partnership approach which would enable a bespoke leadership programme to be developed. The most fruitful discussions have been with the Open University (OU) which delivers a range of leadership initiatives including the NHS Leadership Academy's Mary Seacole leadership programme.
6. Discussions between the OU, representatives of the Institute of Osteopathy, osteopathic educational institutions and ourselves has resulted in the concept of a leadership programme comprised of a generic leadership course provided by the OU with supporting elements provided by the OU in conjunction with leaders from the profession.
7. The programme would consist of:
 - a. An introductory workshop delivered jointly by ODG leaders and the OU which would explore the leadership challenges faced by participants and how the course could support them.
 - b. A 30 hour online leadership programme provided by the OU (see: <http://www.open.ac.uk/courses/short-courses/gb003>) which includes tutor support throughout.
 - c. A work based assessment customised to the participants.
 - d. A closing workshop to review and consolidate learning.
8. It is anticipated that the opening and closing workshops would be some months apart in order to provide participants the opportunity to complete the online course and undertake the work based assessment project.
9. The use of an online module for the central part of the programme will help promote access, minimising time out of practice and also providing a more sustainable approach by reducing the need for travel.
10. In addition the OU would also provide
 - a. a marketing launch event to prospective participants
 - b. a website landing page to host a specific piece of free management and leadership education.
11. Potential participants in the programme might be drawn from regional groups, specialist societies, osteopathic educational institutions, Institute of Osteopathy Council members and other interested individuals.

12. The ODG would also seek to develop a network of osteopathic leaders from those who had participated and benefitted from the programme. This network would continue to provide mutual support but also encourage others within the profession to engage in leadership development activities.
13. More detail of the elements of the programme is contained in the paper on Part Two of the agenda which the OU has asked to be confidential for commercial reasons.
14. The anticipated start date for the programme is late spring 2015.

Costs and funding

15. In June 2013 Council agreed high-level criteria for providing funding for development projects as follows:
 - a. *Developmental*: the anticipated outcome would represent a clear development in osteopathic education, training or practice that aims to deliver a measurable and continuous improvement in the quality or safety of osteopathic healthcare.
 - b. *Public and patient benefit*: the initiative represents a clear public or patient benefit in terms of the enhanced quality and safety of osteopathic care.
 - c. *Cross-professional applicability*: the GOsC should support only projects that deliver developmental benefit that is applicable to the whole profession rather than for the benefit of a particular group or groups of practitioners.
 - d. *Collaboration*: initiatives should not be those of a single organisation but involve multiple partners and there should also be defined contributions from those organisations whether financial or in-kind.
 - e. *Clarity of outcome*: projects will only be considered for support if they include a clear plan for how the project outcomes are to be achieved and disseminated across the osteopathic profession.
16. In addition, it was stated that proposals should identify clearly the project deliverables, the project timeframe, a breakdown of costs, the individuals, agency or organisations who will conduct the work, and the process by which the lead osteopathic organisations will oversee project management. An application for funding should identify the process by which any agency or other organisation will be selected.
17. The Executive takes the view that the leadership development project and the proposed approach meets these criteria sufficiently to warrant financial support and that overall this project could make a very valuable contribution to the profession's development.

18. The financial proposal on Part Two of the agenda sets out the deliverables, timeframe, rationale for the different cost elements of the programme, the degree to which participants would be expected to contribute to the costs of the programme and also how in-kind support will be provided.
19. An additional element of the proposal is the suggestion of a limited number of bursaries for participants (twelve per year) which would be awarded by application and on merit, including how the applicants intend to consolidate and use the learning from the programme.
20. The project would continue to be overseen by a group drawn from the iO, osteopathic educational institutions and the GOsC.
21. Unlike other projects that have been funded (the advanced clinical practice and mentoring projects) there has not been a tendering process. The reality has been that the OU has demonstrated themselves to be the most suitable provider in terms of experience and fit for our particular requirements.
22. A key question to consider is whether this initiative provides sufficient value for money.
23. The overall cost in year one – which would include development costs, course delivery and some bursary support for participants – is £18,560. In subsequent years this would fall to £9,320. This would develop the capacity for up to 60 individuals (just over 1% of registrants) to go through the programme.
24. The unit cost per participant from the GOsC's contribution over a three year period and with a full take-up of places would be £620 per person. In comparison generic leadership programmes from reputable providers tend to be priced from upwards of £1,200 even for relatively short generic courses and £1,800 or more for a four day course.
25. Therefore this approach of supporting the development of an osteopathic specific course in partnership with an external supplier and providing some additional support for participants appears to be an effective way to support the introduction of a leadership development programme.
26. However, it is recognised that this approach is not without risk; a cohort of interested individuals needs to be identified and the first year of the programme should be seen as a pilot. Therefore it is recommended that in the first instance the project should be funded for the first year only.

Recommendation: to agree an initial grant of £18,560 towards the first year costs of delivering a new leadership programme for the osteopathic profession.