



General
Osteopathic
Council

Osteopathic Development Group Leadership Project Project Initiation Document

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Version	0.4
Status	Draft
Date	8 November 2013
Document title	Leadership Project PID

Document History

Version	Date	Description of Change	Author
0.1	07 June 2013	Initial Draft	TW
0.2	12 July 2013	Initial Draft with comments from BOA	TW/MC/MUP
0.3	15 Oct 2013	Refinement of deliverables, milestones and plan	TW
0.4	8 Nov 2013	Refinement following October ODG meeting	TW

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1 Introduction

1.1 Purpose of this document

The purpose of this document is to define the scope and approach for the Osteopathic Development Group (ODG) project – Leadership.

2 Project definition

2.1 Background

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:

- The development and 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.
- The growth of independent leadership initiatives within healthcare such as those delivered by the King's Fund.
- 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.

There is 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.

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 was reflected in the initial objective of established an osteopathic leadership academy.

2.2 Aim

To consider the potential for an osteopathic leadership academy that would support the development of leadership skills within the osteopathic profession.

2.3 Objectives

To identify an effective framework and methodology to support the development of generic leadership skills within the osteopathic profession, and define practical paths to delivering and marketing these programmes.

2.4 Critical Success Factors

Identifying a suitable approach and potential partners for the development and delivery of osteopathy-relevant leadership programmes, and buy-in from practitioners to the need and benefits of these programmes.

2.5 Scope

The project will focus on practical leadership skills that will help osteopaths in their health-related practices and activities in the UK, including those skills useful for working within the NHS and primary healthcare providers.

2.5.1 Out of scope

Support for individuals to undertake leadership development activities.

2.6 Constraints and risks

2.6.1 Constraints

As with other projects, constraints would appear to be mostly around resources, although this project might be amenable to the use of external support for the scheme's development.

2.6.2 Risks

A potential risk is that investment is made in programme development but that there is insufficient interest or take up of the opportunities presented.

3 Project methodology

1. Collate and review leadership frameworks already being used in a health context
2. Identify through consultation with osteopathic and external stakeholders a draft core framework most relevant for osteopaths
3. Recruit key stakeholder groups (e.g. osteopaths, employers in public and private health providers) that can assist in the formulation and assessment of the draft framework
4. Identify potential participants from within the profession, i.e. OEs who might wish to partner with others or contribute to programme development
5. Engage with potential external partners to determine interest in developing a suitable programme (or programmes), e.g. NHS LA, King's Fund, Institute of Leadership and Management
6. Review the business case for the leadership programme in light of the robustness of the leadership framework, the availability of training establishments to engage, and the perceived interest of osteopaths to participate and invest, to define go/no go

4 Business case

4.1 Rationale and strategic fit

The osteopathic profession relies heavily on voluntary input to its institutional structures: the BOA, specialist societies, regional and CPD groups etc. What is sometime missing is a clear strategic focus to activities and ability to lead others in delivering clear objectives. Many of the skills and attributes for effective leadership can be learned but appropriate opportunities are not often available.

The kind of programme envisaged would assist individuals who wish to explore and develop their leadership potential to obtain skills that are relevant to their work in the profession and help ensure that the voluntary capacity of the profession remains sustainable.

4.2 Timescale

18 months to framework and business case. Plus time for implementation.

5 Project approach

5.1 High-level deliverables

Project phase	High level deliverables
1	Identification and review of possible frameworks
2	Development of osteopathy specific framework
3	Consultation on draft framework
4	Programme development
5	Implementation

5.2 Project milestones

Deliverable	Phase	Milestone date
Completion of start up phase	1	+6 months
Framework development and consultation	2	+6 months
Partner identification	3	0 months (in parallel) with 2
Programme development	3	+6 months
Business case	4	+3 months
Implementation plan	5	TBC

5.3 Project plan

5.3.1 Phase 1 – Project start-up

- Research leadership frameworks already being used in a health context
- Identify interested parties for project, including OEIs, leadership development providers, osteopaths/osteopathic groups, employers in public and private health providers, that can assist in the formulation and assessment of the draft framework
- Develop detailed funding proposal for GOsC
- Identify potential external project manager for project
- Appoint project manager

5.3.2 Phase 2 – Framework development and consultation

- Review applicability of existing leadership frameworks to osteopathic context
- Develop draft framework
- Consult with stakeholders on draft framework
- Review and refine framework as appropriate
- Consult further if necessary

5.3.3 Phase 3 – Programme development

- Identify potential participants from within the profession, i.e. OEIs who might wish to partner with others or contribute to programme development

- Engage with potential external partners to determine interest in developing a suitable programme (or programmes), e.g. NHS LA, King's Fund, others?
- Develop programme

5.3.4 Phase 4 – Business case

- Review the business case for the leadership programme in light of the robustness of the leadership framework, the availability of training establishments to engage, and the perceived interest of osteopaths to participate and invest, to define go/no go.

5.3.5 Phase 5 – Develop implementation plan

- Develop implementation plan and timescale