



Regional Communications Network and Osteopathic Development Group

Friday 18 March 2016

Session 3: The osteopathic development agenda – ODG update

Growing local osteopathic communities

Earlier this year, the Osteopathic Development Group produced and circulated through the Regional Communications Network a guide to establishing and managing local osteopathic groups. The ***Guide for Regional Osteopathic Groups*** is available on the iO and GOsC websites. The ODG invited RCN feedback on the content of the *Guide* to assist further development.

To prepare for the meeting, in advance please familiarise yourself with the *Guide*, which is attached here as an annex. We will be seeking feedback and inviting discussion. The ODG aim is to develop a live resource, that shares your experience and successes in managing a local osteopathic group, to the benefit of all local and regional communities and their leads.

The Institute of Osteopathy will update you on a range of other regional support services currently available.

The Osteopathic Leadership Programme 2016

An overview of the Osteopathic Leadership programme.

The ODG seeks to encourage RCN leads and their members to apply for the 2016 programme.

An extract from the Feb-March 2016 issue of *the osteopath* magazine provides information about the 2016 Leadership Programme, and feedback from two osteopaths who successfully completed the inaugural 2015 programme.

Regional Osteopathic Groups

A guide to setting up and sustaining a vibrant local osteopathic community

This guide aims to assist osteopaths interested in establishing and running a local or regional osteopathic group. A 'live' resource, this offers current information provided by osteopaths who run local groups and wish to share with others ideas that have worked well for their group.

The guide is compiled and maintained by the Institute of Osteopathy and the General Osteopathic Council as an Osteopathic Development Group collaborative project.

Sincere thanks to osteopaths Navin Arora, Brian McKenna and Claire Piper for sharing their experiences of running regional osteopathic groups, which has greatly helped to shape this guide.

We would welcome feedback on this resource and suggestions for improvement. Please email you comments to katie@osteopathy.org



Osteopathic organisations working together for the development of the profession

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Introduction

Have you considered volunteering to help lead your regional society? Or to start one, if there is nothing in your area and you think there is a need for representation?

You have probably wondered “what’s in it for me?” Running a regional osteopathic group can undoubtedly be demanding – but don’t overlook the many benefits that you may discover both personally and professionally if you step up to the plate in your region.

This guide aims to provide information and advice on what to consider when setting up a society, provide advice to help your society thrive, and point you in the direction of support that is available to aid your groups’ efforts

Why a regional group?

Building a community

Increasingly, in the demanding world of work, it’s not what you know but who you know that can make a difference. For osteopaths, access to a community of colleagues who have the shared experience of training and working in osteopathy can offer an invaluable network of professional and personal support. This may be particularly so for osteopaths who work largely alone, either as sole practitioners or in remote areas, and those new to osteopathic practice.

An osteopathic community in your area can:

- Provide an opportunity for local osteopaths to get to know each other and benefit from professional networking and shared social activities.
- Serve as a CPD hub, providing a forum for peer discussion and lectures, and sharing clinical expertise.
- Offer a facility for peer discussion and review to support the new, enhanced CPD scheme.
- Act as a peer network for sharing and seeking advice on clinical issues and business development.
- Provide a trusted network to refer patients among the membership, ensuring cover for colleagues on vacation or sick leave.
- Coordinating joint business development activities that promote local osteopathic services, e.g. advertising/media, NHS service strategies, data collection collaboration.
- Support and mentor osteopaths new to practice and new to the area.
- Represent the interests of the osteopathic profession/professionals, where appropriate, in relation to national political/policy developments, e.g. Scotland, Northern Ireland and Gibraltar.

Supporting your development

While setting up a society no doubt involves a great deal of work, it can offer opportunities for your own development, both personally and professionally:

- **Networking** – Leading a Society is a great opportunity to network both within and outside the profession, and to be seen as a senior member of the profession.
- **Leadership**– This could offer the opportunity for you to formally develop your leadership skills. The Osteopathic Development Group, in conjunction with the Open University, launched in 2015 a recognised training course for osteopaths. The course is proving very popular and your experience of leading a regional group will strengthen your application to enrol on the course.
- **Career skills** – Enrich your osteopathic and business expertise by honing a wide range of other invaluable professional and personal skills, such as:
 - Communication and organisational skills
 - Diplomacy and media management – by working with local and regional journalists
 - Improve your writing skills – by producing press releases, writing for the web or newsletter editing
 - Chairmanship, presentation and public speaking skills
 - Increase your IT knowledge through developing websites, social media marketing and database management.
- **Satisfaction** – “Giving something back” can benefit you personally and professionally. Many practitioners tell us that they derive great satisfaction from being able to help advance the profession.
- **Mentoring** – An area of huge importance. Helping new osteopaths to develop is immensely rewarding, and will help you grow too, as you reflect on the skills needed to be successful in your professional life.
- **Recognition** – The contribution that regional societies make is recognised by the Institute of Osteopathy’s Awards, a highlight of the [iO Annual Convention](#). Osteopathic societies are invited to nominate for an award regional society leaders who are making a real contribution to the osteopathic community.

Getting started

When thinking about starting a society, there are number of questions worth asking about what you and members want to get out of the group, and matters that you will need to consider in its management.

First steps

- Who are you aiming at? Investigate what other groups exist in the area – what is the gap you wish to fill? Decide your catchment area – is it your aim to serve a region (e.g. Birmingham osteopaths) or to create a special interest group (e.g. animal osteopathy)?
- Poll local colleagues to gauge their interest in a new group – you could ring around or [talk to the GOsC](#) about assistance with an email to all osteopaths in your locality.
- Talk to osteopaths in the area to identify those that may be willing to assist you in setting up and running the group. The most successful and sustainable groups are those run by a team of osteopaths working together.
- Find out what members want from the group. You may derive useful information from the Institute of Osteopathy's [Census](#), as it asked osteopaths what they want from a regional group.
- Consider how often and where your group will meet.

Does size matter? There is no osteopathic group that is too large or too small, if it meets the needs of its local professional community. If geographical distances mean your regional group meets infrequently, invite your colleagues locally to form a sub-group that makes weekly or monthly meetings a viable option ([see Connect with other groups](#)).

Recruiting members

You've identified the type of group you would like to create and spoken to colleagues to win their support. Now you need to get some members:

- Set up an e-group, providing an email address that colleagues can use to contact you.
- [Contact the GOsC](#) who can help to compile an invitation and will email this on your behalf to all osteopaths in you region.
- The GOsC can also help established groups boost their membership with an email to all osteopaths in your area.
- Make sure the GOsC and Institute of Osteopathy know of your group's existence. They will add the contact details of your group to the Regional Communications Network Directory, which is available on both the [GOsC \(o zone\)](#) and [Institute of Osteopathy](#) websites.
- Consider developing a simple website for your group. It can provide information about the group, the services it offers, and forthcoming social and CPD events. The Institute of Osteopathy offers all groups a template microsite template and free hosting for all new and existing groups – [see support for your regional group](#).
- Develop links with other osteopathic groups and organisations with a view to planning joint events, sharing resources and costs. For more information, [see Connect with other groups](#).

Regional Communications Network (RCN)

Coordinated by the GOsC and the Institute of Osteopathy (iO), the Regional Communications Network (RCN) is a facility for regional osteopathic groups across the UK to interact with one another, with the GOsC and the iO, and with other osteopathic organisations, such as the National Council for Osteopathic Research (NCOR), the Osteopathic Alliance, and the Council for Osteopathic Educational Institutions (COEI).

- **Regional Societies (RCN) forum** – This [online forum](#) enables regional leads to share ideas and seek help. This may be particularly useful in swapping recommendations for CPD and assisting the management of a regional group.
- **RCN Contact Directory** – The GOsC maintains a central directory of regional groups as a reference for osteopaths, students, and osteopathic organisations. This is available online on the [GOsC o zone](#) and [Institute of Osteopathy](#) websites. Be sure to keep your RCN directory contact details current and accurate, by [emailing changes to the GOsC](#).
- **RCN meetings** – The GOsC and Institute of Osteopathy together host meetings up to twice a year of representatives of regional osteopathic groups. Meetings generally take place at Osteopathy House, London, or in conjunction with the annual iO Convention.

Ensuring a thriving society

Whether setting up a new society or working with an existing group, it is important to keep your group alive and vibrant – this will encourage participation and establish the group as an osteopathic community hub for your area.

Get others involved

A really successful group relies on more than one person to run it. Encourage colleagues to form a committee to help run the group.

As the group develops it may be helpful to appoint or elect a Chair, a Treasurer and a Secretary. You may want a succession plan to ensure continuity of officers in the management of the group's affairs. This also allows members to gain relevant experience and plan for additional responsibilities. You can find more information here about [the roles of officers](#) you may wish to develop in your group. Fulfilling any of these offices and managing the group's affairs can offer osteopaths an additional source of skills development.

Your membership

Regional groups thrive when they extend a warm welcome to newcomers while continuing to keep existing members engaged and interested. Your members need to feel that belonging to the group adds value to their practice and professional life.

- Keep accurate records of your membership. In order to comply with data protection legislation, be mindful of how you handle your membership data and destroy this appropriately when necessary. (You can get more advice from the gov.uk website [here.](#))
- Contact members who are not regularly attending meetings or events to encourage their participation, input and ideas – what can be done to make the group more valued?
- Contact past members to find out why they've not renewed their membership.
- Invite students to meetings. Why not offer student membership? This may be a useful way of identifying future associates.
- Consider discounting membership fees for recent graduates. Recently-trained osteopaths may bring new skills and thinking into the group. Mentoring may offer more senior members the opportunity for skills development.
- Actively encourage osteopaths new to your area to join the group. This could provide an opportunity for developing new, mutually beneficial business links.
- Encourage the membership to set up a directory of members' business skills (many osteopaths have valuable previous experience in other occupations), e.g. IT, marketing, the law, bookkeeping, human resources, business management.
- Consider circulating an announcement at the beginning of the year that describes the achievements of the group over the last year and outlines plans for the year ahead; invite ideas from members, and ask members to become more actively involved.
- Consider extending invitations of membership to other healthcare professionals or relevant individuals who have expressed an interest in your group and who members feel would benefit the group.

Communicating with the membership

Good communication is at the heart of any successful group – regular member communications will help members feel they ‘belong’ to the group and keep your membership engaged.

- Provide a dedicated email address for your regional group, so members can easily make contact.
- Take time to keep your membership contact list up to date.
- Encourage members to advise the Group’s Secretary when their contact details change.
- Ask your members if they would like to have a shared directory of members. You might make this available on the group’s website, but you may want to limit access to members only.
- Create an e-bulletin or email update.
- Make use of social media, for example, a Facebook or LinkedIn group as a platform for member discussions and engagement.
- Develop a group website that includes a calendar of forthcoming events. This can be a means of attracting new members. See additional support for your group.
- Remember the iO and the GOsC will also help promote your group and your events. [Contact the GOsC and iO](#) with information that you would like to publicise.

Meetings

The group should aim to meet regularly – monthly, quarterly, or whatever works best for the membership.

It is always easier to get good attendance when meetings are scheduled well ahead, at regular intervals, rather than on an ad hoc basis that can’t be easily planned for. One approach is to set the date of the next meeting at the conclusion of each meeting, and to use email to keep in touch in between.

Alternatively you can develop a calendar of events. Be sure to identify any potential conflicts well in advance – e.g. school holidays, religious/public holidays.

What about finance?

Consider how you are going to fund the group's activities. An annual membership fee will help cover administrative overheads and could fund some events.

Alternately, for each event you will need to charge an admission fee to cover costs.

It is not unreasonable to consider paying the group's administrators a small sum to compensate them for their time and expenses.

Use the [Regional Communications Network](#) to ask other groups about their membership fees and financial management.

- It is helpful to set up a bank account for the group. High street banks offer a 'Treasurer's account' for small, not-for-profit organisations which carries no bank charges. It is advisable to have at least two officers who are cheque signatories for the group, to protect against any potential concerns over handling of funds.
- You should keep an account book that is available to any member if they wish to view the accounts and the group's financial transactions.
- Appoint a Treasurer to take charge of funds, the bank account, simple bookkeeping and to produce an annual statement of accounts.
- Over time, your group may even begin to develop a small surplus of funds. Have mechanisms for enabling the membership to together decide how this should be used.

Events

Regional osteopathic groups should aim to offer a range of events and activities. Most often these will be CPD and/or inter-professional learning events. Your members may also welcome the opportunity for social get-togethers, business networking, professional/peer support, and discussion of wider issues affecting osteopathic practice.

Types of events

Career and professional development

Consider offering a wide range of learning options and formats:

- Guest speakers on clinical topics and specialists who can talk on other important issues, including consent, equality and diversity or data protection, for example.
- Osteopath-led technique sessions.
- Small group case-based discussions.
- Workshops to explore ethical/clinical dilemmas, possibly involving role play.
- Representatives of osteopathic organisations to update members on aspects of current professional development, e.g. Institute of Osteopathy, General Osteopathic Council, National Council for Osteopathic Research, Osteopathic Sports Care Association, Osteopathic Alliance, etc.

Use the [Regional Societies Forum](#) to ask other groups for their recommendations for speakers.

The [Institute of Osteopathy's Speakers' Corner](#) facility provides an online register of quality speakers who are willing to present to osteopathic groups.

Attendees will expect to receive a CPD certificate verifying their attendance and a receipt for any payment.

Social networking events

Getting to know colleagues socially can benefit you professionally in many ways. Your group might consider:

- Monthly social get-togethers at a regular location.
- Annual BBQ or dinner, including family and friends.
- Annual sporting competitions.

Event organisation

Location

- Venue considerations: is the venue easy to find? Is there public transport? Parking? Refreshments?
- Ask your members if they have access to any suitable facilities.
- Use your status as a non-profit educational service group to open doors.
- Room facilities: AV? Layout? Tables? Plinths for practical work? Capacity?
- Accessibility: is the venue suitable for attendees that have special needs, e.g. hearing loop, wheelchair access. Remember to also check members' dietary requirements.

Boosting attendance

- You may wish to open some or all of your CPD events to non-members, as an additional means of generating revenue, attracting new members, and networking more widely. Your events can be advertised via both the GOsC o-zone and iO's event calendars.
- You can also freely advertise regional society events in ***the osteopath*** (GOsC) and ***Osteopathy Today*** (Institute for Osteopathy). [Contact the editors](#) of each magazine to arrange.
- Social networking, e.g. Facebook, LinkedIn, Twitter, etc.
- Provide the personal touch – A concern for new members or guests is whether they will be made to feel welcome – make an effort to introduce new faces and encourage your members to engage.

Evaluating the event

Invite feedback from your members/attendees. Take time to discuss with your committee/co-organisers what worked, what did not and what you might do differently the next time. Ways of seeking feedback include:

- Online survey, e.g. <http://www.surveymonkey.com>
- Short email poll
- Feedback forms provided at the event

Use the [Regional Societies Forum](#) to share your experiences with other groups.

Connect with other groups

Think big – co-operating with other regional groups

Look out for opportunities to link up with other regional groups in your locality for joint initiatives and special events, sharing the costs of key speakers and venues. Check the Regional Communications Network Directory, available on the [GOsC o zone](#), for details of other groups in your area.

Smart linking - Remember linking up does not have to be face to face: technology has made virtual meetings relatively easy to arrange. Try, for example, Skype and GoToMeeting. Why not set up an online group, using LinkedIn or Facebook

Think small – subs and hubs

Especially societies that serve large geographical areas may benefit from encouraging members to form smaller, local sub-groups or cells. This may allow for more regular contact between colleagues, such as evening CPD or social events.

Or your regional group may wish to explore opportunities for setting up special interest sub-groups.

NCOR operates a small network of osteopathic Research Hubs across the UK. Does your group wish to establish a research hub to serve osteopaths in your area? Or forge links with the NCOR hubs? [Contact NCOR](#) for more information.

Think and act together

In Scotland, Wales and Northern Ireland, with their devolved political and healthcare administrations, the regional osteopathic groups may serve an additional important function: providing a forum for osteopaths to come together to agree a common position on a national health policy development, and to function as a lobbying group. This would also afford the Welsh/NI/Scottish Governments, and/or the GOsC/Institute of Osteopathy, with a single point of contact with the osteopathic profession in that country.

Clustering

Increasingly, osteopaths are looking to work together in small groups because there is an issue or a service on which they want to collaborate. Examples include joint marketing initiatives and promotion, clinical support (e.g. sharing booking and secretarial resources), or as the potential Peer Review groups proposed by the GOsC's new CPD scheme.

The Institute of Osteopathy (iO) is actively encouraging and working with a number of such 'clusters', to help the osteopaths understand what their aims are in clustering, and opportunities for development. For further information on 'clustering', [contact the iO](#).

Developing osteopathic practice

Regional osteopathic societies can play a vital role in promoting the development of the profession and osteopathic practice. Make sure your group has a voice and has influence. Here's how:

- Many of the osteopathic organisations, including the GOsC and the Institute of Osteopathy frequently use regional societies as focus groups for taking early soundings of osteopaths' views on new developments. Their interaction with your group also gives them a better understanding of challenges you face in practice. Be sure your group takes every opportunity to join in the debate and provide feedback.
- Help your members to be aware of and proactively engaged in the projects of the Osteopathic Development Group (see page X). Use meetings to discuss and understand the Osteopathic Development Group's project aims, collate and feedback members' views, and encourage your members to be involved in piloting new schemes. Your group can help shape the osteopathic future.
- Actively exchange information with other regional groups and with other osteopathic organisations through the [Osteopathic Development Group](#).
- Think of innovative ways of functioning and share successes with other osteopathic groups through the online [Regional Societies' Forum](#).
- Use your meeting not just for CPD, but as an opportunity also to discuss and debate ethical dilemmas, osteopathic practice standards, business development and raising the profile of osteopathy locally.
- Discuss as a group how you can best support new practitioners. Welcome newly qualified osteopaths into your group: they may have new skills you can learn; they could gladly benefit from your experience – and any excess patients you are willing to share.
- In Scotland, Wales and Northern Ireland your group may have an important role to play as the voice of osteopathy, influencing national policy development. The GOsC and Institute of Osteopathy can liaise with you on this. In England too, your regional group may be a point of contact for local Clinical Commissioning Groups (CCGs).
- Your regional group may represent a contact point for local media or business development links. Talk to the Institute of Osteopathy about how you can promote osteopathy locally.

Osteopathic organisations – Support for your regional group

Many osteopathic organisations are keen to offer your regional group support and assistance and would welcome your group's active involvement in their work. Be sure your group is 'plugged into' this important professional network.

Here's how they can help your regional group:

The Institute of Osteopathy (iO)

The Institute of Osteopathy is the professional body for osteopaths in the UK and exists to support, unite, promote and develop the osteopathic profession. The Institute represents two thirds of UK osteopaths, and welcomes all to the membership.



At the same time, the iO offers all established and evolving regional groups a range of support tailored to your needs, and this support does not require membership of the Institute of Osteopathy.

- **Website development** – the iO has produced a basic website template for societies to develop their own site. Hosted by the iO – and therefore with no hosting costs to societies – sites will have the domain of [www.osteopathic-society/\[regionsname\]](http://www.osteopathic-society/[regionsname]). Societies will then be able to upload their own content through a WordPress content management system.
- **Speakers' Corner** – an online register of quality and affordable speakers who have expressed an interest to provide CPD/ talks to regional osteopathic groups. Many of these speakers have previously presented at an iO annual convention and have been personally invited by the iO to join this register of speakers.
- **PR and local media support** – if you have news that might be of interest to your local public, the iO's communications team can provide advice and guidance on the best ways to approach the media to secure some local publicity.
- **Business 'Clustering'** – where members of a regional osteopathic group work together to agree a promotional budget and promote themselves as a team, the iO can provide advice and guidance. Pooling resources in this way can, for example, allow for a larger media advert that lists all participating practices, or enables colleagues to develop a strategy to offer an expanded range of services in your area.

The iO's professional development team is happy to consider other projects that support regional societies as a whole, or your individual group. We are also delighted to visit your group to discuss the work of the iO and how we can best support your activities.

Contact the Institute of Osteopathy on: tel 01582 488455 or email enquiries@osteopathy.org.for more information on these services. Website: www.osteopathy.org

The General Osteopathic Council (GOsC)



Some of the ways in which the GOsC can help your group to flourish:

- **Regional Group Contact Directory** – advise the GOsC if you have formed a new group and we will add your group's contact details to the contact directory that is available online and provided to students and all new osteopaths joining the Register.
- **Promoting regional events** – let the GOsC know about your local events and we will post these on the events calendar on the **o zone** or in *the osteopath* magazine.
- **The Regional Communications Network** – the GOsC, in conjunction with other organisations, hosts periodic meetings of the leaders of regional groups, to seek early views on new projects and regulatory and other developments. This is an opportunity to influence the development of the profession and osteopathic practice and ensure your group is well-informed and your views are heard.
- **New CPD requirements, peer support and mentoring** – the GOsC will support regional societies to develop peer review services that meet the requirements of the proposed new CPD scheme. There will be help too with the development of mentoring and peer support services that will make your group an important osteopathic hub in the region.
- **GOsC presenters** – GOsC representatives, including the Chief Executive, welcome invitations to attend your meetings and talk to your members about regulatory and health policy developments.

Contact the Communications Department of the General Osteopathic Council on: tel 020 7357 6655 x 242 or email info@osteopathy.org.uk Website: www.osteopathy.org.uk

The National Council for Osteopathic Research (NCOR)



The NCOR team can offer regional groups talks and workshops relating to the osteopathic evidence base and on evidence gathering activities, including clinical audit, using PROMs (patient reported outcome measures), understanding and using the PILARS (incident reporting) platform, and basic data collection initiatives that could boost your own practice and osteopathic practice in your region.

The NCOR team is small, so serving larger regional meetings is more practicable – try to arrange a joint meeting that includes other groups in your region. (A fee to cover travel costs may apply.) Smaller CPD groups can invite NCOR to lead a meeting using Skype or similar platforms.

Consider also how your regional group can actively support and be involved in the work of NCOR and the Osteopathic Development Group. Talk to NCOR about how your members can join in evidence-gathering projects, and how you can encourage patients to be involved, through the osteopathic PROMs and PREOS (patient reported experiences of osteopathic services) projects.

For more information, see www.ncor.org.uk, or email NCOR Senior Research Officer, Carol Fawkes, on c.fawkes@qmul.ac.uk

The Osteopathic Alliance



The Osteopathic Alliance is a coalition of post-graduate education providers. Osteopathic Alliance member organisations can provide speakers and practical workshops on a wide range of osteopathic topics.

Their faculties are leading the development of many areas of osteopathic practice and are always enthusiastic to share their ideas and approaches.

The members of the OA are:

- The Foundation for Paediatric Osteopathy
- The Institute of Classical Osteopathy
- The Molinari Institute of Health
- The Rollin E Becker Institute
- The Society of Osteopaths in Animal Practice
- The Sutherland Cranial College
- The Sutherland Society

Details of services offered to regional societies by some Osteopathic Alliance member organisations:

The Sutherland Cranial College (SCC)

The SCC offers a wealth of experience in lecturing and teaching on osteopathic matters, particularly relating to osteopathy in the cranial field. Our Pathway and other courses, conferences and events, open to members and non-members, offer a range of subject areas of interest to osteopaths of all types.

For regional groups we can provide lectures and workshops on: working with babies and children; research; anatomy and physiology, aspects of Internal Medicine; and clinical matters.

For enquiries and further information, contact the SCC office on admin@sutherlandcranialcollege.co.uk; telephone: 01453 767 607 / 01453 767 979.

The Society of Osteopaths in Animal Practice (SOAP)

SOAP can supply speakers on a variety of topics, including: what osteopathy for animals involves; how osteopaths can obtain further training up to Masters level; regulation relating to animal therapists, including osteopaths; recent research.

By arrangement, SOAP can also provide demonstrations and workshops to regional societies (fees may apply). For further information, email: animalosteopaths@gmail.com

The Rollin E Becker Institute (REBI)

REBI is fairly small and (human) resources are limited, but we can offer regional groups what we call a 'Tutorial in a Box'. This is a semi-structured 4-hour tutorial that we can take into practices to support osteopaths who have some previous cranial training in enhancing/revising their knowledge and skills base. This is preceded by a SWOT (mainly SW) self-assessment to inform the tutorial, which is a combination of theory and supervised and guided practical sessions.

More detail is available on the REBI website at: <http://www.rollinbeckerinstitute.co.uk>

The Osteopathic Development Group



The Osteopathic Development Group (ODG) comprises organisations representing all sectors the profession: education and training, practice, research, and regulation. The organisations that comprise the Osteopathic Development Group include:

- College of Osteopathic Educational Institutions
- National Council of Osteopathic Research
- Osteopathic Alliance
- The Institute of Osteopathy
- The General Osteopathic Council

Information about the ODG development work can be found on the [ODG website](#).

The growing network of osteopathic regional and local groups across the UK has an important role to play in promoting osteopathic development in all these arenas – and, in turn, osteopathic organisations are keen to foster links with regional groups to offer mutual support.

Strengthen your group's links with the Osteopathic Development Group by contacting the ODG Secretariat (Matthew Rogers) on Matthew@osteopathy.org

Useful contacts

Institute of Osteopathy

General enquiries:

Tel: 01582 488 455

Email: enquiries@osteopathy.org

Website: www.osteopathy.org

Osteopathy Today Editor:

Email: Nik@osteopathy.org

Regional societies' microsites:

Email: katie@osteopathy.org

General Osteopathic Council

Communications Department:

Tel: 020 7357 6655 x 242

Email: info@osteopathy.org.uk

Website: www.osteopathy.org.uk

***the osteopath* Editor:**

Email: editor@osteopathy.org.uk

National Council of Osteopathic Research

Senior Research Officer:

Email: c.fawkes@qmul.ac.uk

Tel: 020 7882 6131

Website: www.ncor.org.uk

Osteopathic Development Group

Secretariat:

Email: Matthew@osteopathy.org

Website: www.osteopathy.org/development-of-the-profession

Osteopathic Alliance

Foundation for Paediatric Osteopathy

Website: www.fpo.org.uk

Email CPD: contact@fpo.org

Molinari Institute of Health

Website: www.molinari-institute-of-health.org

Rollin E Becker Institute

Website: www.rollinbeckerinstitute.co.uk

Society of Osteopathic Animal Practice

Email: animalosteopaths@gmail.com

Sutherland Cranial College

Tel: 01453 767 607 / 01453 767 979.

Email: admin@sutherlandcranialcollege.co.uk

Sutherland Society

Website: www.cranial.co.uk

The Institute of Classical Osteopathy

Website: www.classical-osteopathy.org

Osteopathic Sports Care Association

General Enquiries:

Email: admin.officer@osca.org.uk

Website: www.osca.org.uk

Annex A: Job roles - who does what in a regional society?

When setting up a society it is worth considering the type of management and administrative activities required. This may involve work between meetings, either on one's own or with others.

Some societies will be small and will not have the number of members required to undertake specific roles and will be the responsibility of one person. However if you are larger group, encourage others to undertake different roles and spread the responsibilities amongst a number of members.

Here are suggestions of the main roles required to effectively run a society.

1. **Chairperson** – the role of the chair is to direct the overall management of the group. The Chair is responsible for ensuring orderly meetings and seeing that all relevant matters are discussed.

The Chair:

- Ensures the group functions properly
- Ensures the group is managed effectively
- Provides support and supervision to other members of the committee
- Represents the group at external meetings and acts on behalf of the membership.

2. **Secretary** – if you are running a large group, you may require a Secretary to support the Chair in ensuring smooth functioning of the group. The Secretary will act as an information and reference point for the Chair and for members, and will be responsible for some day-to-day administration.

The Secretary:

- Ensures that meetings are effectively organised and minutes taken
- Maintains effective records and administration
- Upholds legal requirements
- Deals with communication and correspondence.

3. **Treasurer** – the Treasurer oversees the group's financial management, working closely with other members to safeguard the organisation's funds. The Treasurer acts as an information and reference point for the Chair and other members, outlining the current financial status, and presenting relevant documentation.

The Treasurer provides:

- General financial oversight
- Financial planning and budgeting
- Financial reporting
- Banking, bookkeeping and financial record keeping

It is good practice that to alternate responsibility for these activities amongst individual members, possibly on an annual basis. You may wish to ask your members for nominations and arrange a member vote.

As your group develops, you may identify different roles and responsibilities for members to support the activities of your group. Ensure that there is a clear understanding of the responsibility and time commitment required for these roles.

Annex B: iO census - headline findings

In 2014, the Institute of Osteopathy undertook a survey of its membership to gain a better understanding of the views of osteopaths and the nature of osteopathic practice.

You may find the information and results of interest when considering the activities of your group and the nature of your membership.

Patients and treatments

- Adults of working age are most common patients (90%+), followed by people of retirement age (84%), and sportspeople (45%)
- Least confidence is shown in treating infants/young children, palliative care and animals
- Virtually everyone (98%) relies on word of mouth to attract new patients, followed by websites (70%) and referrals from other therapists (46%)
- 92% don't currently treat NHS-funded patients; of those, half would be interested in doing so

Support

- 50% belong to a regional society – most commonly first heard about it through verbal referral (44%), followed by email/bulletin (14%)
- Meetings most typically attended quarterly (29%) or every six months (26%). Only 6% never attend
- Most common reasons to attend are inexpensive CPD, quality of CPD, and presentation content
- Most useful meeting content is clinical skills that could be applied in practice, osteopathy specific content, and other healthcare disciplines
- Non-attending members would be most encouraged to attend if looking for clinical support/networking, for compliance with Continuing Fitness to Practise, or if looking for business support/networking
- Only 13% currently receive mentoring; a further 44% would be interested in receiving this
- Mentoring would be most valued in clinical, professional development, business support & development, patient care, and marketing
- 1 in 5 have received mentoring training - Similarly, 1 in 5 currently provide mentoring
- Only 40% felt well supported in their first 3 years – 50% didn't
- Support would have been most welcome in terms of clinical, peer group support, access to a mentoring scheme, marketing, and business support & development
- Undergraduate training could have better prepared them in terms of business development & support, marketing, financial matters, communicating with other professionals, and setting realistic expectations on timelines
- 71% of associates think they are well supported by their principals; whilst 92% of principals think they support their associates well.

Opinions

- 74% feel graduating as an osteopath was only the beginning, rather than feeling their undergraduate degree equipped them with all that they needed to practice as an osteopath (9%)
- People are much more inclined to support mentoring and working and sharing knowledge with the next generation (71%), than to feel mentoring undermines their practice (8%)
- There is strong belief in working with other healthcare professionals to promote osteopathy (62%), rather than feeling this would dilute the profession (15%).



Follow the leader

Applications are now open for the 2016 Osteopathic Leadership Programme. What did participants in last year's programme think of it?

Between July and October 2015, **Lucy Mackay Tumber** and **Oliver Thomson** were among 20 osteopaths on the first Osteopathic Leadership Programme – a partnership between the Osteopathic Development Group (see page 20) and the Open University, which combined e-learning with a group activity and workshops designed specifically for osteopaths.

Lucy practises in Kent and works at the London School of Osteopathy as Director of Clinical Studies.

Besides being the Clinical Director of a practice in north London, Oliver is a Senior Lecturer at the British School of Osteopathy, where he supervises research projects and leads the undergraduate and postgraduate research units.

What did you hope to get out of the programme?

Lucy: Just a better idea of how to 'do' leadership better!

Oliver: I've never had formal training in leadership, and I wanted to be taught some

of the skills and theories – the technical and theoretical aspects of leadership.

Did any aspects of the programme stand out in particular for you?

Lucy: It made me aware that there were so many different ways of leading, and in ways that didn't always seem to be overtly 'leadership' either. You don't have to be marching around and blowing a trumpet in order to lead others. It was really good to meet other osteopaths and talk about their experiences and the pitfalls to avoid.

Oliver: I liked the fact that the participants were from a range of backgrounds. The ability to share our experiences, or our lack of experience, was valuable. The group discussions were particularly useful: they enabled us to unpick times when we had displayed leadership, and how we'd done so. We also spent some time identifying and thrashing out the challenges facing osteopathy and the lack of leadership in the profession.

You completed the programme just a few months ago. What difference has it made to you so far?

Lucy: I certainly feel more comfortable in trying out different styles and less worried about when it doesn't work – just adapt it and try again! On a personal level and in my professional roles, I think I feel a bit more secure about taking on leadership and don't feel that sense of panic that I'm leaping out of my comfort zone.

Oliver: It's given me more confidence to take on leadership roles: when the opportunities arise, I'll go for them. Towards the end of the course, we each completed a feedback form, and I particularly welcomed the opportunity this offered to reflect on the impact the course had made on me.

Would you recommend the programme to other osteopaths?

Lucy: Yes, I would. It's a really good way to explore how you think and function – you don't always realise the preconceptions and patterns you have, and the programme helps you to see and learn to adapt them. It's a flexible way to learn – online and at your own pace – and the course material is really good.

Oliver: I'd recommend it to anyone who wants to develop their skills and knowledge of leadership so they may take on and lead tasks and projects with greater confidence.

The 2016 programme

This year's Osteopathic Leadership Programme will begin with a workshop on Saturday 14 May. Participants will then have five months to complete a 25-hour e-learning course as well as a group activity, before a second workshop concludes the programme on Saturday 22 October.

The programme is for osteopaths who want to apply leadership skills in clinical practice, a professional group, education or research.

The e-learning course costs £295, but participants will be entitled to a £150 bursary from the GOsC if they complete the programme.

To read more about the programme and access free learning resources for osteopaths, visit <http://info1.open.ac.uk/osteopathic-council>

You can find out how to apply at: <http://bit.ly/odg-leader-2016a>

The closing date for applications is Friday 1 April.