

## NCOR 3 year Strategic Plan 2012 - 2015

The aim of NCOR is to advance, facilitate and disseminate osteopathic, and osteopathic relevant, research to promote good and safe practice to optimise patient care.

The objectives required to achieve this mission lie in strategic leadership, advocacy, advancing research capability and capacity, promoting research governance, information provision, promoting use of research to the profession via knowledge transfer and generating funding.

Objective		Activity/initiatives
<b>Strategic leadership</b>	Advance and facilitate osteopathic research development in the UK, including developing a comprehensive and cohesive research strategy providing both direction and coordination of osteopathic research. This will focus the limited expertise and resources essential to deliver measurable progress in identified priority areas.	Agree vision/mission statement.
		Conduct a consensus study to develop research priorities for UK osteopathy and the profession.
		Convene meetings of the NCOR committee to provide a platform to generate initiatives, ratify decisions, help and support the NCOR staff achieve it aims.
		Convene meetings with the management board to ensure adequate oversight of expenditure and activity.
<b>Advocacy</b>	Represent the profession on matters relating to the osteopathic evidence base and research development. Act on behalf of the profession, in a research context, to the media, the public and patients, policy-makers, the inter-professional research community, other health professions, and others (such as the United Kingdom (UK) Advertising Standards Authority, Care Quality Commission, National Institute for Health and Clinical Excellence (NICE), etc.	Work with the BOA, GOsC and others in representing osteopathic research interests to the ASA and other standards bodies.
		Provide research information to support the BOA's media advocacy programme.
		Promote osteopathic research, research priorities, and the work of NCOR within academic research networks, funding bodies, government departments, higher education institutions and other relevant healthcare bodies.
		Promote osteopathic research and the work of NCOR among patient groups, practices, and charitable organisations.
<b>Research capacity and capability</b>	To provide a forum for the Osteopathic Educational Institutions (OEIs) through which to forge consistent standards in research governance, to share expertise, achieve economies of scale, and foster undergraduate and postgraduate research collaboration. To promote research capacity and scholarship in the wider profession.	Establish a forum for OEI researchers.
		Develop links with international researchers and develop mechanisms for sharing international intelligence and expertise.
		Continue and develop the role and operation of the research hubs.
		Support osteopaths in using the SDC tool, doing clinical audit, using PROMs/PREMs to capture information about osteopathic practice and to disseminate the results.
<b>Information provision</b>	To provide osteopaths, the public and patients, healthcare professionals, and the research and academic community with a recognised, high quality and accessible resource of research-related information concerning the distinctive body of knowledge within osteopathic practice.	Maintain and update the information available on the NCOR website.
		Provide website areas for patients, osteopaths, and other healthcare practitioners.
		Encourage osteopaths to link their websites to patient resources on the NCOR site.
		Produce a monthly NCOR e-bulletin and other regular updates for The Osteopath and Osteopathy Today.
		Publish new research summaries and update current research summaries. Identify hierarchy of areas for new research summaries.
		Create and maintain a database of published osteopathic research.

		Create a repository for student/unpublished osteopathic research.
		Provide suitable patient related outcome measures for use by osteopaths.
		Produce podcasts and/or videos relating to specific research topics or events.
		Provide links from the NCOR website to resources on the O-zone.
<b>Liaison and promotion</b>	To improve awareness of osteopathic research development amongst osteopaths and the wider community. To establish links and build networks within the research fraternity, nationally and internationally, with a view to development through collaboration. To formulate and foster strategies for attracting funding for osteopathic research development.	Promote the 'vision' for osteopathic research using the communication channels of the NCOR stakeholder organisations.
		Promote use of the NCOR website, research summaries and databases to osteopaths via communication channels of the NCOR stakeholder organisations.
		Support and broker collaboration among osteopathic researchers.
		Seek to identify any international opportunities for research collaboration.
<b>Research Governance</b>	To provide a research governance framework, disseminate and advise where appropriate standards for writing grant applications and clinical research governance.	Promote a 'research in progress' database to the osteopathic research community and encourage their support for its maintenance and development.
		Provide a research advisory service for osteopaths/educators/professional organisations considering applying for funding.
		Provide a research advisory service for osteopaths considering undertaking research and applying for funding
<b>Knowledge Transfer</b>	To foster and disseminate outputs from osteopathic audit, evaluation, and research activities via, for example, an annual research conference.	Organise research conferences and other events to help osteopaths understand the relevance and importance of research to their practice.
		Promote the work of NCOR through other osteopathic events.
		Identify ways in which research outputs (particularly IJOM) can be used to support osteopaths' CPD, e.g. online learning modules.
		Develop online forums to facilitate research dialogue among osteopaths.
		Promote knowledge transfer into OEI curricula and faculty staff (see info provision).
		Promote the publication of research (inc student research).
<b>Generation of funding</b>	To formulate and foster strategies for attracting funding for osteopathic research development.	Promote opportunities for obtaining funding within NCOR.
		Promote, guide, advise OEIs and other interested bodies in applying for funding.

Denotes association with website development

## **Strategic Plan, priorities**

There are a number of ways to achieve many of the objectives outlined by NCOR in 2011/12, some are by continuing the work that is ongoing and others are by re-structuring and undertaking new projects. The main priority is the re-design of the NCOR website which will enable us to achieve and fulfil many of the objectives outlined in the strategic plan. The following are priorities which we would like to focus on in the short to medium term to achieve the objectives outlined by the NCOR council in the above table. The longer term objectives are addressed at the end of this document.

We suggest annual reviews take place every year, the NCOR director will produce an annual report and accounts in January of each for consideration by the management board in February of each year.

### **Short term**

#### **1) Re -Organisation of NCOR**

Currently NCOR comprises of:

The Director: 20 days per annum

Research officer: 4 days per week

Administrator: 1 day per week

To optimise resources against funding, I would like to reduce the current research officer's days down to 3 days per week, terminate the administrator's contract and divert the funds saved via these two actions to employing a junior researcher for 3 days per week.

The advantages are that NCOR is less reliant on the work of one person and we can increase the skills base by training up a junior researcher. The junior researcher would also be responsible for maintaining and updating the website as this will be a key requirement to help fulfil many of the objectives outlined in the strategy plan.

Timescale: May-September, 2012

The Director would like to seek funding for PhD studentships and bring osteopaths into NCOR to undertake NCOR supervised osteopathic relevant research. This will ultimately add to the osteopathic research and skills base whilst building on the NCOR team and resources available. PhDs are a relatively cheap way of generating high quality publishable research. Funded PhDs which include a stipend and fees cost ~£21,000 per annum for three years which means, in effect a full time researcher for three years at a total cost of ~£63,000.

Barts and The London School of Medicine and Dentistry, Queen Mary University of London are happy to support by housing PhD students within the department, i.e. providing desk, computer, technological and logistic support and other academic resources as necessary.

Timescale: May –December, 2012

## 2) Research priorities consensus study

This study is currently being undertaken at the University of Brighton, with Ann Moore as the Principle Investigator, Dawn Carnes is a co-opted collaborator to the study.

Timescale: May-December, 2012

## 3) Website development

This project is key to the new initiatives and the future of NCOR. The website is NCOR's window to the outside world. Ultimately the website will be resource for: practitioners, students, tutors and lecturers at OEIs, patients and other health care professionals or interested parties.

The website needs a new server as it is currently sited within the University of Brighton. There is now a need to transfer the site and after discussion it was decided that the site would sit on a server independent of University of Brighton, Queen Mary University of London and GOsC. This allows for more flexibility and independence and less constraints surrounding capacity and style.

There is a surplus funding from 2011/12 (~£7,500) which will pay for website development and NCOR will allocate funds to pay for the domain site on a monthly basis (~£10 pm) but will be responsible via NCOR staff to maintain and update the site. The director will write a job specification and put it out to tender.

At the last meeting of the council, they envisaged that the website would **Disseminate research outputs, knowledge transfer and:**

Provide up to date research and evidence based information from osteopathy and other manual therapy studies

Provide links to other resources e.g. the O zone, links to other electronic research databases, OEIs etc

Provide guidelines on research governance

Provide power point presentations for use by clinicians, tutors and or students

Provide video, 'you tube' links for education

Promote research and NCOR via social media such as twitter, facebook, RSS feeds

Provide online CPD, webinars (this has income generating potential for NCOR)

Launch and maintain the osteopathic research database with search facilities

Timescale: Initial work: May-September, 2012

Launch of refreshed site: October-December, 2012

On-going development: January, 2012 onwards

## Short to medium term

### 4) Implementing data collection

In conjunction with the website development, capacity will be sought to provide a platform for standardised data collection via a management system that osteopaths can log into, input data and download their practice information as management reports whilst NCOR can collect all data for analysis and start to define scope of practice nationally. Pending running costs and to encourage use NCOR will provide this service free at point of delivery.

### **5) Collecting patient related outcomes**

In addition and also in conjunction with the website evolution and development, capacity will be sought to provide a platform to collect patient data. NCOR is in a unique position to provide 'third party' independent resource for collecting patient related outcomes and satisfaction data. Ideally patients can complete patient related outcome measures and satisfaction surveys online, NCOR would ensure patient anonymity and collate this data and circulate findings to osteopaths and the profession and other parties. Data collected and analysed in this fashion would be seen as more credible to the broader community than patient related data collected via patient's own osteopaths. Pending running costs and to encourage use NCOR will provide this service free at point of delivery.

These last two projects will need considerable effort, time and investment to launch. Separate proposals will be developed for these.

## **Ongoing**

### **6) Liaison, collaboration, promotion and networking**

The NCOR director and the NCOR staff will between them represent NCOR at key functions within the next three years. This includes sitting on standards committees, attending and presenting research at conferences and creating new peer networks with other health care bodies. NCOR will raise its profile in the OEIs by regular visits and providing information and support to institutions by providing research information in a format that is ready and easy to use by students and faculty staff.

### **7) Generating Funding**

The director of NCOR will assess funding opportunities as and when they arise. When appropriate opportunities will be advertised on the NCOR website and NCOR will offer advice, guidance and support for those wanting to apply for the funding. For the larger funding opportunities NCOR will lead on the grant applications and seek collaboration from OEIs and or other interested parties.

## **Long term**

### **8) Generating income**

In the longer term it is envisaged that NCOR will become more self-financing as a centre of excellence for research relevant to osteopathy and osteopaths. There are longer term projects that will need to be implemented that will generate income for example CPD, to provide master classes in specialist areas and data management support and reporting. NCOR will also provide advice and support for OEIs to further develop their research capacity and scholarship.

### **9) Advisory service**

In the longer term it would be useful for NCOR to develop a network of peer advisors and collaborators to provide support for OEIs undertaking research and for those interested in applying for grants.



