



## **NCOR Activity 2017-2021**

### **NCOR aims:**

To advance, facilitate and disseminate osteopathic and osteopathic relevant research, in order to promote practice that optimises 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.

### **New proposals - 2017 -2021**

Based on feedback and discussion with NCOR stakeholders 22.3.17

### **Summary**

#### **NCOR Core Activity**

- **Dissemination of research**
- **Promotion of research**
- **Strategic level professional input**
- **Advice**

#### **NCOR priority activities 2017-2021**

- Website update
- Standardised data collection project update
- Fundraising (including conferences)
- PROMs (UK, Europe and second phase development for children and babies)
- Developing and implementing a strategy to increase exposure of NCOR in the wider health care community
- Recruit and train osteopaths to write snapshot summaries for the profession to use to support clinical decision making
- Enhancing the effectiveness of NCOR Council as a forum/network to facilitate research capacity, collaboration and communication (topics include strategy for above, PhDs, research methods module curriculum development, research priorities, research governance framework)
- Collaborative projects: Identifying research priority areas and targeting funds for collaborative projects.

## NCOR 4 year Strategic Plan 2017 – 2021

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.	Continue to contribute to profession development
		Collaborate with the Osteopathic Foundation for strategic targeting of funds
		Convene meetings of the NCOR stakeholders to facilitate collaborations, share good practice, to generate new initiatives and ratify decisions. it aims.
		Convene meetings with the management board of trustees 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 iO, GOsC and others in representing osteopathic research interests to for example the ASA, NICE.
		Provide research information to support the promotion and image of osteopathy in the media and the wider healthcare community
		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.	Provide research advice and establish a training course for osteopathic researchers and research supervisors
		Liaise and network 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 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 further develop information on the NCOR website.
		Provide website areas for patients, osteopaths, and other healthcare practitioners.
		Encourage osteopaths and other relevant organisations to link their websites to NCOR.
		Produce 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.

		Use social media to disseminate research relevant to osteopaths.
<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.	Liaise and network with international researchers to promote NCOR and new initiatives, broker international relations.
		Promote the use of the NCOR website, research summaries 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.	Provide advisory and review service for those wishing to publish their research about minimum standards for publishing research in medical journals
		Provide a research advisory service for osteopaths/educators/professional organisations considering applying for funding and undertaking research.
<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 can be used to support osteopaths' CPD, e.g. online learning.
		Further develop online forums to facilitate research dialogue among osteopaths.
<b>Generation of funding</b>	To formulate and foster strategies for attracting funding for osteopathic research development.	Promote opportunities for obtaining funding within NCOR to continue with special projects funding.
		Promote, guide, advise OEIs and other interested bodies in applying for funding.

**Table 1. Timeline and priorities of activities**

<b>Activity</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Core</b>					
Dissemination of research (website, social media)					
Promotion of research (Outreach: Hubs, OEIs, presenting NCOR at other forums conferences)					
Contribution to the development of the profession (Core profession meetings)					
Advisory role (reactive and proactive)					
<b>Special projects</b>					
Introduce quarterly virtual: Research advice 'drop-ins'					
Website update					
Standardised data collection update					
Fundraising - conference					
Provision of training courses					
PROMs project (continue)					
Collaborative initiatives (change structure of council meetings to facilitate more collaboration)					
Snapshot summary production by osteopaths for osteopaths (continue)					
PhD initiatives between QMUL and OEIs					

## Annex 1. Summary and response to stakeholder needs

**Table 2: Responses from NCOR stakeholders about needs**

Member feedback on needs Activity of NCOR	Comment for discussion
Promotion of osteopathic research both within and outside the profession (as well as highlighting good relevant research from outside the profession)	<p>Currently the NCOR website, social media, monthly bulletins and articles in the professional magazines.</p> <p>We also attend conferences to show case our work, in both osteopathic and other healthcare communities.</p> <p>Action: This is an area for development. Which highlights the potential to re-design the website in consultation with OElS, students, practitioners, the GOsC, the iO and patients. There is also potential to increase our exposure in the wider health care community. NCOR can work on this. First we need to identify the most important relationships and why, then develop a plan to pursue them</p>
Identification of research priorities and disseminating these to the profession.	<p>A Delphi consensus study of osteopaths about research priorities was completed and published in 2012/3 and is accessible on the NCOR website.</p> <p>The results indicated the profession wanted more evidence to support osteopathic care, more around adverse events monitoring, more research on children and other special interest groups. These results contributed to the decision to invest in the Patient Reported Outcomes Measure (PROMs) National Database project.</p> <p>The adverse event monitoring inspired the PILARS and PREOS learning platforms.</p> <p>The creation of evidence summaries have been designed to bring together key items of research to inform osteopaths' discussions with their patients and other healthcare professionals.</p>
Development of osteopathic practice guidelines	This is the job of the GOsC
Provision of practical help when required such as with data analysis, writing up research for publication (1:1 as well as courses)	<p>We respond to requests for advice and information and we offer guidance where sought. We also offer to review articles for publication.</p> <p>Up to now we have not provided resources to actually do data analysis or editorial writing. Partly because when people have shown us their 'work' (eg databases of clinical information, MSc dissertations and or research ideas) it is so underdeveloped, often very low quality and with uncertain value to the profession. Therefore we advise osteopaths how they can develop their work further.</p>

	<p>Action: We appreciate that more support may be required, therefore we might be able to provide a day of quarterly research advice virtual 'drop-ins'.</p> <p>This is addressed in the recommended activity for 2017- 2021.</p>
Provision of research training/updates for OEI staff	<p>Action: This is something we will explore for the future and could potentially provide and or facilitate especially with regard to research PhDs. Topics would need to be generated by the OEIs to ensure we are fulfilling needs and using resources appropriately.</p>
NCOR needs to continue to embed itself more within the profession as the 'go to' place for any information or advice about research and evidence aspects of osteopathic practice. There is perhaps still too much 'taint' that its main interests have a GOsC focus, for example around adverse events.	<p>Perhaps as we move towards the next 4 years this will diminish, especially if we work on raising our profile and 'badging' NCOR work more consistently.</p> <p>Action: This might be improved by the website re-design consultation and re-development, increasing NCOR presence with OEI tutors and with CPD initiatives.</p>
NCOR should consider rethinking itself less as an organisation and more of a managed network with a wider range of relationships within OEIs, groups within the profession and individual osteopaths. It may be that the current hierarchical structure/working relationships are an inhibitor rather than a promoter of more effective working	<p>We are conscious that collaboration and involvement in projects requires additional resources and time allocation: this is difficult for many people with busy schedules and commitments but NCOR can encourage this by better use of the NCOR meeting time.</p> <p>Action: We can change the structure of the NCOR meetings to facilitate discussion and collaboration between members on projects and with specific research challenges. Member input by identifying key topic areas will be integral to making this approach a success</p>
NCOR needs to develop a strategy for financial sustainability with a range of funding sources. This should include the current subscription model but also income generation from conferences and events, fundraising, donations etc.	<p>Financial sustainability is a big issue. The profession has expressed a need for NCOR but financial contributions are an issue for some, therefore we have started to confront this. Changing NCOR to an incorporated charity meant that QMUL charge NCOR less management / overhead fees. We instigated a crowd fundraising project for the paediatric systematic review, and a donations facility via the website and using the payment service, paypal.</p> <p>Action point: We will commit to organising a NCOR conference every 12-18 months. We will continue to pursue the subscription model but represent NCOR better at the COEI meeting and strive to obtain more donations.</p>
NCOR needs to find a way of facilitating research projects that contribute to the development of the evidence base for the profession. I don't think that this is necessarily in a PI or grant holding role, but perhaps through the construction of collaborative bids involving a range of stakeholders, e.g. OEIs, the Osteopathic Foundation and others.	<p>Action point: Perhaps this is something we can explore with the OF, especially with regard to research PhDs</p>

<p>NCOR needs to break out from being solely osteopathic and develop wider relationships within the health/research community. In this regard NCOR should have a clear stakeholder relationship plan and seek to leverage any other relationships where possible, e.g. that of the iO and NHS England.</p>	<p>Action plan: NCOR can work on this. First we need to identify the most important relationships and why, then develop a plan to pursue them</p>
<p>NCOR should play a more formal role in engagement between IJOM and the UK osteopathic profession, a role that sits slightly uncomfortably with GOsC at present.</p>	<p>Action plan: Perhaps we could site the IJOM reference group at QMUL with NCOR as the chair and organisers.</p>
<p>.....how to engage with NCOR to maximise available support. As a smaller institution it would helpful to have occasional advice on how to develop our own research curriculum and strategy.</p>	<p>Action plan: We can facilitate the sharing of information and perhaps have this as the first discussion topic for the next NCOR meeting.</p>
<p>NCOR could be doing more primary research and become recognised across professions as the go to manual therapy research group. I feel the recent challenges to manual therapy in the literature needs to be answered</p>	<p>NCOR as a 'go-to' service exists we provide information and evidence support summaries to: the GOsC and iO (eg ASA, Good Thinking Society), Insurer and lawyer requests for evidence, advice and support for legal representation of osteopaths, Student enquiries (papers, research methods) Practitioner enquiries (research ideas, research design queries, audit queries, data analysis and evidence for presentations). The conduct of primary research represents a significant resource challenge to NCOR in its current format. We have started doing research (Systematic reviews, PROMs, OsteoMAP evaluation) which has generated some funds and publications. Action point: we will continue with this role</p>
<p>Update of colleges MSc Ost papers on Vienne web site as previously set up by NCOR</p>	<p>The Vienna website is not managed by NCOR, we ask OEIs each year for lists of student dissertations to go on our website which are accessible to everyone. We upload all the lists given to us. Action point: we will continue with this role</p>
<p>Need; Help with producing PROM for well being from osteopathy in: a. neonates, b. children c. Adults thus aid and direction in formulation time and validation.</p>	<p>There are lots of existing wellbeing PROMs that are well validated and reliable. We can offer assistance in reviewing these as part of the next phase of the adult PROMs national database. Action point: To assist in this project as part of our advisory role</p>

Need help/guidance with case report CARE paper writing	<b>Action point: To offer advice as requested and review prior to publication</b>
To establish and develop a comprehensive information resource for osteopathic research in order to promote a mutual research dialogue within the osteopathic profession and with other related professions.	The information resource is the website. <b>Action point: Website re-design with content overhaul.</b> Mutual research dialogue can be improved <b>Action point: As raised previously, NCOR can work on this. First we need to identify the most important relationships and why, then develop a plan to pursue them. Plus re-design of the NCOR meetings.</b>
To create a forum that will develop and nurture a pan-professional osteopathic research culture, facilitate linkage of research to practice and identify national research priorities.	<b>Action point: As raised previously NCOR can work on this. First we need to identify the most important relationships and why, then develop a plan to pursue them. Plus re-design of the NCOR meetings.</b>
To develop a research governance framework and code of good practice in research for osteopathy which links with frameworks already developed by the National Health Service and the Research funding councils	Comprehensive research frameworks exist and are statutory law. These have to be complied with. They are currently under review and due for publication this year. <b>Action point: Summarise the new governance framework once published</b>
Proportional allocation of annual donation of funds for NCOR operational costs	In 2012 the OEIs, GOsC, iO and OEF agreed there was a need for a centre for research for the profession and accordingly agreed to contribute funds to support this. NCOR needs £80k pa to operate. The GOsC and iO contribute the largest proportion £26,500 each leaving £27,000. There is some scope for NCOR to raise funds which it does but for specific projects in the main. <b>Action point: We will commit to organising a NCOR conference every 12-18 months to raise funds. We will continue to pursue the subscription model and seek more representation of NCOR at the COEI meeting and strive to obtain more donations.</b>

## **Annex 2. NCOR summary of current activity (21.03.17)**

**NCOR Trustees:** Tim Walker (chair), Martin Pendry, Rachel Ives, Maurice Cheng, Steve Vogel.

**NCOR Team:** Dawn Carnes (1 day pw), Carol Fawkes (3 days pw) Austin Plunkett (3 days pw)

**NCOR stakeholders:** Currently: GOsC, iO, BSO, LSO, ESO, CO, Swansea, BCOM, SCCO, ICOM@NESCOT.

### **Dissemination of research**

Website resources (building content)

Social media (Twitter, Facebook, LinkedIn)

Professional magazine articles (x12 pa + occasional extra features)

E bulletins (x12 pa)

Conference attendance (Various x 3 pa eg SBPR, COMET initiative, ICAOR)

### **Promotion of research**

OEI talks (Attended: LCOM, CO, BSO, BCOM; ESO, LSO, Leeds, Swansea. ICOM@NESCOT)

Regional meeting talks (Attended: Surrey, E Mids, N counties, Essex, Kent, Scottish borders, W Counties, Hampshire, Wessex osteopaths, BBENSCH)

Research hub facilitation (Active: Exeter, Bristol, Leeds, Haywards Heath = 70 people)

NCOR conference (85 delegates, videos and slides later distributed online)

Webinars with GOsC for Audit and PROMs

iO conference presentations and chairing discussions

### **Strategic level professional input**

NCOR trustee meetings (x3 pa)

NCOR stakeholder meetings (x3 pa)

Osteopathic Development Group (ODG) (x3-4 pa)

Policy Advisory Committee (PAC) (x3 pa)

COEI (x1 pa)

OIA meeting (x1 pa)

IJOM reference group (x1 pa)

### **Advisory roles**

Position statements and research evidence gathering for GOsC and iO for ASA, Good Thinking Society

Insurer and lawyer requests for evidence, advice and support

Student enquiries (papers, research methods)

Practitioner enquiries (research ideas, research design queries, audit queries, data analysis and evidence for presentations)

External examiners for OEIs on request

Editorial team of Osteopathy Today (2016)

### **Special projects**

Fundraising

PROMs (UK, Europe)

PILARS, PREOS learning platforms

OsteoMAP evaluation and paper

Paediatric systematic review paperCentre for reviews and summaries, supporting members of the profession to improve their critical appraisal of research.