



# **NCOR strategy**

**vision, mission, values and aims**

# **2022-2027**

# Preface

The **National Council for Osteopathic Research (NCOR)** was established in 2003 to provide leadership and unity in osteopathic research development. NCOR aims to improve the osteopathic evidence base by fostering research, increase research capacity and capability within the osteopathic profession, and raise the profile of osteopathic research findings through dissemination.

- **Trustees in 2022:** Maurice Cheng (Chair), Duncan Empey, Matthew Redford and Steven Vogel

- **Funding partners in 2022:** General Osteopathic Council, Institute of Osteopathy, BCNO (European School of Osteopathy and British College of Osteopathic Medicine), College of Osteopaths, London School of Osteopathy, Osteopathic Alliance, Sutherland Cranial College of Osteopathy, Swansea University, University College of Osteopathy.

- **date of strategic review:** 02/02/2022

- **Strategic review process:** NCOR stakeholders and Trustees met with representatives from GuildHE, Chief Allied Health Professions Officer, UK Research and Innovation and CAHPR online. A series of discussions, workshops and online exercises around NCOR, osteopathy and research were held to gather attendees' views on what NCOR strategy should be in the coming years. Data was collated and analysed by NCOR, and the strategy draft was shared with attendees to ensure that the document represented their views and their perception of the discussions held during the meeting.

The document presented here includes all feedback received and is the final NCOR strategy for 2022-2027.

## Strategic Approach and Action Plan 2022

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### Vision

By 2027, to have developed a profession-wide research culture which is inclusive, robust, credible, has national and increasingly international impact and benefits for osteopathic teaching, learning and the delivery of evidence-informed patient-centred care facilitated through the development of a research network of osteopaths.

### Mission

To develop a culture of research by further developing the profession's capacity to use and assess all relevant research, and conduct its own research, in order to promote practice that optimises patient care.

### Values

- Quality
- Equity, Diversity and Inclusion
- Sustainability (including environmental, capacity in the profession and financial)
- Integrity

### Aims

The achievement of NCOR's mission lies in strategic leadership and collaboration, engagement and education, communication, development, and sustainability.

## Strategic leadership and collaboration

### Objectives

- To support the development of patient-centred research and its application to care.
- To 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.

### Activities

- Promote liaison between Osteopathic Educational Institutions (OEIs), including convening meetings of the NCOR stakeholders to facilitate collaborations, share good practice, to generate new initiatives and ratify decisions.
- Develop liaisons with international research groups.
- Prepare larger funding applications in collaboration with OEIs.
- Educate funders about osteopathic practice and research.

## Engagement and education

### Objectives

- To engage and educate patients about research and osteopathy, including encouraging them to be involved in Patient and Public Involvement activities.
- To promote interaction between osteopaths and other healthcare professionals.
- To support skilling up in research among the profession and OEIs' staff.
- To encourage osteopaths and patients to join patient panels, guideline groups, funding panels *etc.*
- To horizon scan to identify and signpost current and future research topics for patient benefit.

### Activities

- Organise meetings or online discussions with patients and public.
- Develop a structure to support osteopaths in taking part in data collection and setting research agendas.
  - Develop clear projects and research questions;
  - Develop collaboration with and amongst osteopaths;

- Provide education by doing;
- Produce high-quality research outputs;
- Work with champions using research in clinic to promote it to other osteopaths;
- Early career researchers
  - Conduct a survey to assess the interest among the profession and final-year students;
  - Assess what osteopaths need to develop research careers e.g. mentorship, signposting to opportunities, and training;
  - Support ways of fast-tracking high achievers.

## Communication

### Objectives

- To improve awareness of osteopathic research development amongst osteopaths and the wider community.
- To provide information specific for patients.
- To use a variety of formats to deliver information about research and research findings.

### Activities

- Website development
  - Refresh and reorganise existing NCOR website;
  - Structure website with clear patient, clinician, and student areas;
  - Update material and add new content;
  - Develop new, accessible, easy-to-navigate content for patients including in plain English summaries;
  - Signpost to reputable resources
  - Create regular news outputs about research;
  - Update the current research database.
- Share recent evidence with NCOR stakeholders and osteopaths.

## Development

### Objectives

- To provide a forum for osteopaths to support their development in research, evidence-informed practice, and their confidence in implementation science.

- To support the development of a network of researchers in osteopathy nationally and internationally.
- To develop networking with researchers from other fields.
- To provide support for early career researchers or current students looking for opportunities.
- To support NCOR stakeholders' knowledge and exchange activities.

#### *Activities*

- Identify, share and develop networking opportunities for osteopaths and other clinicians and researchers in the UK.
- Develop networking opportunities with international researchers, *e.g.* hosting online osteopathic meetings, and developing collaborative work.
- Educate funding panels about osteopathic practice and research.
- Support collaboration amongst NCOR stakeholders.

### **Sustainability**

#### *Objectives*

- 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, to encourage them to access a variety of sources of funding, and foster undergraduate and postgraduate research collaboration.
- To promote research capacity and scholarship in the wider profession.
- To secure funding for early researchers in research projects to help them to develop their skills and preparation if other funding applications

#### *Activities*

- To secure funding to recruit early researchers.
- To encourage osteopaths to access a variety of sources of funding for research activity.
- To support collaboration among OEI in submitting grant applications.

## Strategic Action Plan

### Resources required:

- Building up NCOR team's resources, including time
- Webmaster expertise
- Specific to the practice-based research network:
  - Develop one-way and two-way communication systems
  - Database development that automatically backs up the system, with high security and GDPR compliance, and technical support
  - App development and Application Programming Interface (API) enabling applications to exchange data and functionality easily and securely

### Goal 1: Strategic leadership and collaboration

Activity	Milestones	Timeline	Resources
Promote liaison between OEIs	Convening meetings of the NCOR stakeholders to facilitate collaborations, share good practice, to generate new initiatives and ratify decisions	3-4 times / year	Facilitated by Dr Jerry Draper-Rodi (JDR) and Dr Carol Fawkes (CF)
Develop liaison with international research groups	Develop PROMs activity internationally  Present NCOR activities and research to international conferences	Ongoing  Ongoing	CF collaborating internationally with PROMs

	Collaborate on international research projects	By 2023	JDR fellow on the Osteopathy Research Leadership and Capacity Building programme hosted at UTS (Australia)
Seek bigger funding in collaboration with OEIs	Scanning horizons for grant opportunities  Dedicating specific stakeholders meetings to research proposal development and grant writing	Ongoing  By 2023	JDR and CF experienced in grant writing, ethical applications and team management
Educate funders			

## Goal 2: Engagement and education

Activity	Milestones	Timeline	Resources
Patient and public engagement (PPI)	Organise meetings or online discussions with patients and public	2022 (Covid related)  2023 on NCOR research activities	GOsC PPI group
Develop a structure to support osteopaths in taking part in data collection and setting research agendas	<ul style="list-style-type: none"> <li>Develop clear projects and research questions.</li> <li>Develop collaboration with and amongst osteopaths.</li> <li>Provide education by doing</li> <li>Produce high-quality research outputs.</li> <li>Work with champions using research in clinic to promote it to other osteopaths.</li> </ul>	End of 2022  Mid 2023  Late 2023  2024  2023/24	To be developed: - infrastructure to support knowledge exchange between NCOR and osteopaths - developing Application Programming Interfaces (APIs) to support data transfer - developing and funding a new role to manage a practice-based research network



Support early career researchers	<ul style="list-style-type: none"> <li>• Conduct a survey to assess the interest among profession and final-year students.</li> </ul>	2023	SurveyMonkey COEI  NCOR website to share information and signpost existing resources and opportunities Apply for funding for research assistant, PhD studentship and post doc roles
	<ul style="list-style-type: none"> <li>• Assess what they need e.g., mentorship, signposting to opportunities, and training.</li> </ul>	2023	
	<ul style="list-style-type: none"> <li>• Support ways of fast-tracking high achievers.</li> </ul>	End 2022	

**Goal 3: Communication**

Activity	Milestones	Timeline	Resources
Website development	<ul style="list-style-type: none"> <li>• Refresh and reorganise existing website.</li> </ul>	2022	Existing website content Existing website platform on WordPress Consultancy support from a webmaster
	<ul style="list-style-type: none"> <li>• Structure website with clear patient, clinician, and student areas.</li> </ul>	2022	
	<ul style="list-style-type: none"> <li>• Update material and add new content.</li> </ul>	2022/23	
	<ul style="list-style-type: none"> <li>• Develop new, accessible, easy-to-navigate content for patients including in plain English summaries.</li> </ul>	2022/2023	
	<ul style="list-style-type: none"> <li>• Signpost to reputable resources.</li> </ul>	2022 2023	

	<ul style="list-style-type: none"> <li>Regular research news outputs.</li> <li>Update the current research database.</li> </ul>	2023/24	
Share recent evidence with NCOR stakeholders and osteopaths	<p>Pilot evidence summaries online events.</p> <p>Run evidence summaries events for stakeholders.</p> <p>Run evidence summaries events for stakeholders and osteopaths</p>	<p>Early 2022</p> <p>Late 2022</p> <p>Early 2023</p>	<p>Access to peer-reviewed articles from NCOR's host institution</p> <p>Licence to use Teams to do online meetings</p>

**Goal 4: Development**

Activity	Milestones	Timeline	Resources
Develop networking opportunities for osteopaths and other clinicians and researchers in the UK	Run a conference	Every other year: 2023 and 2025	Stakeholders' research faculties
Develop networking opportunities with international researchers	<p>Hosting online osteopathic meetings.</p> <p>Developing collaborative work</p>	<p>By 2024</p> <p>By 2025</p>	<p>Licence to use Teams to do online meetings</p> <p>Network between CF and JDR of international academic osteopaths</p>
Educate funding panels			

Support collaboration amongst NCOR stakeholders	Convening meetings of the NCOR stakeholders to facilitate collaborations, share good practice, to generate new initiatives and ratify decisions.	3-4 times / year	Facilitated by Dr Jerry Draper-Rodi (JDR) and Dr Carol Fawkes (CF)
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**Goal 5: Sustainability**

Activity	Milestones	Timeline	Resources
To secure funding to recruit early career researchers	Apply for ongoing funding from grant providers.	2022	JDR and CF experienced in grant writing, ethical applications and team management
	Apply for one-off grants for specific projects.	2023	
To encourage osteopaths to access a variety of sources of funding	Develop resources accessible on NCOR website about existing grant providers and sources of funding.	2023	JDR and CF experienced in grant writing
	Signposting resources on how to apply for funding.	2023	NCOR website and YouTube page

	Provide support in grant writing to applicants.	Ongoing	
To support multi-OEIs grant applications	Scanning horizons for grant opportunities.  Dedicating specific stakeholders' meetings to research proposal development and grant writing	Ongoing  By 2023	JDR and CF experienced in grant writing, ethical applications and team management