

**Strategic Plan – Web version- Feb 2024**

**The College of Osteopaths Strategic plan 2021-2026**

**Introduction & Purpose of the Strategic Plan**

The Strategic Plan is linked to the College’s Business Plan. It provides a more detailed presentation of the priorities, actions and timelines identified in the Business Plan 2021 – 26 summarised below.

**Business Plan Executive Summary**

The College is an independent higher education institution and education charity that has been successfully educating osteopaths for over sixty years. The College’s mission is to continue to produce autonomous and reflective practitioners, who are capable of contributing to the health care needs of an ever-changing population, as well as contributing to the shape of future health care provision. The College remains faithful to meeting the educational and professional needs of a diverse range of students and is committed to widening access to osteopathic practice so that talented individuals of all ages can fulfil their potential, and our unique 100% part-time pathway into the profession reflects the long history of innovation and inclusiveness on which the College has built its reputation. The College remains focused in providing a challenging professionally recognised programme, which is underpinned by the Osteopathic Practice Standards.

Over the next five years, the College of Osteopaths will continue to develop its role as an osteopathic school specialising in part-time blended learning for mature students who are returning to learning and those seeking career changes.

We will continue to deliver a training programme that is of high quality and fit for the changing environment. We will ensure that we provide innovative delivery to enhance the clinical elements of the programme to enable the programme to be accessible to those who choose to study at the College of Osteopaths and complete the training part-time. We will prepare our students to be professional, skilled individuals ready to join the osteopathic profession so that they are able to contribute to the communities in which they live and work.

The following pages contain the 4 strategic objectives which make up the strategic plan.

For access to the specific Performance Indicators to accompany this web version, please contact the College.

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| **Priority Areas**  | **Aims and Objectives** |  **Focus Periods** |
| **Infrastructure:**  |  |   |
| Governance and Management | To implement the identified actions from the Governance and Management review completed in 2020. To update College governance and management systems that support the broadening and strengthening of input to the Board and monitoring and evaluating performance. | 2020-2024 |
| Committee Structure  | To update the Committee Structure to reflect the identified actions from the 2020 Governance and Management Review. | 2020-2024 |
| Integration of technology | To Identify and introduce new electronic systems to the College that support student information and communication management and the patient experience. To enhance systems within the clinic to enhance students' learning and interaction with patients virtually and via simulation. | 2021-2024 |
| Clinic and Teaching Environments  | To maintain & ensure the health and safety of the College's clinics and teaching & environments, particularly in light of the pandemic. To maintain and upgrade where appropriate clinic and classroom resources for student staff and patient use. | 2021-2026 |
| Staff Recruitment and Retention | To maintain, monitor and review staff remuneration in order to retain and attract well qualified staff. To support staff retention by the addition of further clarity to progression criteria for current staff. | 2021-2025 |
| Space requirements |  To manage and annually review, College and clinic space requirements in-line with 5 year student number projections  | 2021-2026 ongoing |
| **Support & Engagement:** |  |   |
| College Communication Strategy and Engagement | Produce a communication strategy with sections identified for all key stakeholders (students, staff and patients.) Strategy to identify the methods of communication. | 2021-2022and ongoing |
| Staff Development | Staff appraisal system modified to continue to be rolled out to clinicians (one day a week staff and adapted with staff development needs identified.) Introduction of mid appraisal review. | 2021 - 2022  |
| Student Support | Hardship fund, fundraising, enhance pastoral care, review of the support for post graduates and alumni. | 2021 -2022 and ongoing |
| **Teaching & Learning:** |   |   |
|  The Undergraduate Programme | To monitor and review current teaching and learning outcomes to ensure continued programme development and improvement. To monitoring feedback systems including student and external feedback mechanisms.  | 2021 - 2024 |
| Assessment | To continue to monitor and review the assessment framework and outcomes, including adaptations made in collaboration with partner validating organisations and accreditors, in response to the pandemic. | 2021 - 2024 |
| Achievement | To enhance current systems to support and monitor student achievement at junior and senior levels. | 2021 - 2024 |
| Monitoring of Clinical Attainment | To monitor and support the OPS attainment of senior students at undergraduate level, and in preparation for graduation.  |  2021-2026 |
| Enhancement of Resources | **Cross reference to infrastructure**. (To maintain and upgrade where appropriate clinic and classroom resources for student staff and patient use). |  2021-26 |
| **Access & Progression :** |  |   |
| Marketing and website | To recruit an internal marketing expert, with ongoing responsibility of managing and maintaining the marketing of the College, its programmes and clinics, website and social media pages. | 2021 - 2022 |
| Access to the Undergraduate Programme | To collect and collate focussed patient and students data, to enhance the College's understanding of the College's client groups' needs. To set up a College loan system for students **(cross reference support and engagement.**) | 2021 – 2022and ongoing |
| Patient Input and Access to the Clinic | To continue to seek patient input and views by setting up local focus groups and actively arranging opportunities for patients and the public to feedback to the College at all levels, including to the Board. | 2021 – 2022and ongoing |
| Post Programme Outcomes | To work with University partners on postgraduate options for students. Update current systems to enhance and maintain contact with alumni via new marketing role. | 2021-2022 |