

## **Capabilities for Osteopathic Practice.**

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## Preamble

Although osteopathy is a practice commonly associated with musculo-skeletal medicine such as management of biomechanical back and neck pain, sports and work-place injuries, and muscular and articular trauma and dysfunction, people consult osteopaths for many other reasons.

The scope of osteopathic practice is identified through its place as a healthcare system for helping people maintain and restore health and well being. This includes many who are suffering a variety of problems and others for example who seek health education and support. This typically includes those with medical pathologies, general health problems, wellness, rehabilitation, injury management, and dysfunction and disease throughout all ages, for all types of people. This wide scope of practice arises through a professional philosophy that places treatment emphasis on the person not their disease, dysfunction or disorder. Within this emphasis patient conditions remain key to osteopathic clinical analysis, including medical differential diagnostic reasoning and determining a plan of care within an integrated healthcare system involving many different healthcare practitioners and providers.

A primary component of osteopathic evaluation and care is the use of palpation and interpretation of tissue states through the medium of touch, and the delivery of treatment options by various manual manoeuvres and actions. A highly developed skill in interpreting palpatory findings informs many clinical analytical processes in the course of osteopathic practice and delivery of care to the person.

Osteopathic philosophy places strong emphasis on relating palpatory findings and tissue states to an analysis of underlying physiological processes, pathological states, responses to injury and the adaptations the body makes in response to a variety of bio-psycho-social stressors\*. Changes to the physical structure of the body's tissues and biomechanics are interpreted with reference to their impact on circulation, neural activity, general physiological processes and homeostatic mechanisms of the body. Osteopaths acknowledge the relevance these changes have for the body's overall function and susceptibility to disease and injury and for its self-healing mechanisms.

Osteopathic philosophy in relation to treatment incorporates the concept that addressing changes to tissue state, mobility and efficient function throughout the body will improve biomechanical, hydraulic, circulatory and respiratory function, thus improving health and the body's ability to recover from injury and disease, reduce the impact of pathology and contribute to the restoration of general well-being. Osteopathic philosophy acknowledges that there are many ways of helping an individual through the application of osteopathic principles in practice, enabling individual osteopathic practitioners to each focus on varied components of a patient's presentation and situation and to each utilise an element of personal professional choice in their patient management.

The capabilities required for osteopathic practice in the light of the above approaches to patient care and health management as part of an integrated healthcare delivery system are complex and varied. Many skills, competencies and attributes are required at many different stages of interaction with a patient and the wider healthcare community and are never used in isolation. As such the capabilities outlined in this document should be reviewed accordingly.

\*Engel's definition (1997) : A bio-psycho-social model of healthcare means that symptoms should be conceptualised as the result of a dynamic interaction between the psychological, social and pathophysiological variables.

## **Framework**

The capabilities for osteopathic practice have been arranged within 6 domains. These reflect the model that professional capability is an expression of integrated skills, knowledge and attributes.

The domains are not listed hierarchically or linearly, but are designed to be reviewed as an integrated whole.

## **Domains**

Clinical Analysis

Person Oriented Care and Communication

Osteopathic Care and Scope of Practice

Primary Healthcare Responsibilities

Interprofessional Relationships and Behaviour

Professional and Business Activities

Each capability is illustrated by a more detailed description and a list of elements indicating some of the key features of the area concerned. These elements are further illustrated by a number of criteria.

# 1. Clinical Analysis

## Descriptor

This capability incorporates an osteopath's ability to gather information about a patient's health from a bio-psychosocial perspective. This should inform examination and screening, diagnosis, prognosis, condition and health management from a patient-oriented context. This diagnosis and care plan should reflect the complex bio-psychosocial nature of the presentation and include ongoing review. It incorporates an understanding of clinical complexity and uncertainties and the professional commitment to manage these components within patient care

## Elements

- 1.1. Gathers organises and records a focused personal health record
- 1.2. Synthesizes information into a suitable working diagnosis and an understanding of general health status
- 1.3. Devises and instigates a plan of care addressing the person's presenting disorder and their general health, in consultation with that person (or their representative or carer)
- 1.4. Establishes a prognosis, appropriate outcome measures, reviews patient progress and modifies plan of care as required
- 1.5. Recognises when further information is required
- 1.6. Critically reflects on clinical challenges and uncertainties

Element	Criteria
1.1. Gathers, organises and records a focused personal health record	1.1.1 Critically uses a variety of information retrieval mechanisms 1.1.2 Compiles a health care record that is personal to the individual 1.1.3 Incorporates bio-psychosocial components within the health record 1.1.4 Ensures patient-centred orientation of case analysis 1.1.5 Ensures full recording of osteopathic physical examination and palpation findings as part of a personal health record

Element	Criteria
<p>1.2. Synthesizes information into a suitable working diagnosis and an understanding of general health status</p>	<p>1.2.1 Working hypotheses are compared and contrasted, using information retrieved, to identify a suitable working diagnosis (including concepts of cause and maintaining factors and current stressors)</p> <p>1.2.2 Uses a systematic osteopathic and medical differential diagnostic process</p> <p>1.2.3 Makes appropriate arrangements to receive additional information as required, such as referring patient for imaging, or corresponding with healthcare practitioners for test results and other relevant details</p> <p>1.2.4 Where diagnosis and patient evaluation are not able to be completed, plan of care is adapted appropriately</p> <p>1.2.5 Critically selects and adapts appropriate clinical examination techniques during their patient evaluation, relevant to the patient's condition and tissue responses, including cultural, religious, social and personal constraints</p>
<p>1.3. Devises and instigates a plan of care addressing the person's presenting disorder and their general health, in consultation with that person (or their representative or carer)</p>	<p>1.3.1 Plan of care is negotiated with, relevant and appropriate to person's presenting complaint</p> <p>1.3.2 Plan of care is within the context of the person's general health</p> <p>1.3.3 Plan of care evolves as required throughout a person's life according to their changing needs and mindful of their changing mental and physical attributes as they age</p> <p>1.3.4 Changes to a patients physical or mental health are reviewed over time, whether related to their presenting complaint or not, and any relevant action taken accordingly</p> <p>1.3.5 Plan of care and supporting evidence is appropriately noted in patients records</p>
<p>1.4. Establishes a prognosis, appropriate outcome measures, reviews patient progress and modifies plan of care as required</p>	<p>1.4.1 Prognoses are developed, and appropriate care is determined on that basis</p> <p>1.4.2 Appropriate outcome measures are utilised to monitor progress which is either a negotiated patient centred outcome, or by the use of an appropriate valid and reliable outcome instrument</p> <p>1.4.3 Practitioner reviews progress and elicits feedback on an ongoing basis</p> <p>1.4.4 Practitioner recognises when outcomes differ from those expected, can identify why and acts accordingly</p> <p>1.4.5 Maintains a commitment to delivering well integrated and coordinated care for all patients, including those with multiple, ongoing and complex conditions</p>
<p>1.5. Recognises when further information is required and acts appropriately on all information received</p>	<p>1.5.1 Case review is capable of identifying if information is lacking or needs investigation</p> <p>1.5.2 Practitioner responds accordingly to cues emerging from case review</p> <p>1.5.3 Recognises when to withdraw or modify plan of care</p>

Element	Criteria
1.6. Critically reflects on clinical challenges and uncertainties	1.6.1 Recognises and remains open to clinical challenges and uncertainty 1.6.2 Adjusts plan of care and professional behaviour on an ongoing basis in response to such challenges

## 2. Person Oriented Care and Communication

### Descriptor

This capability incorporates an osteopath's ability to adapt the consultation process to the individual. This involves being sensitive to their needs and goals, recognising their central place in ongoing decision making, whilst displaying cultural awareness. This encompasses the osteopath orienting their communication to best aid the individual in decision making. It also includes education about the diagnosis, prognosis, proposed management plan, self-management and other options of care that may become appropriate over time.

### Elements

- 2.1. Considers socio-cultural factors in communication and management strategies
- 2.2. Uses appropriate questioning strategies
- 2.3. Ensures patient comprehension
- 2.4. Ensures patients goals and concerns are identified and integrated into the clinical analysis
- 2.5. Obtains consent having discussed risks and benefits
- 2.6. Communicates clearly with respect to diagnosis, prognosis, possible management plans, self management and other options of care
- 2.7. Takes account of previous patient experiences of health care of medical and allied health systems
- 2.8. Understands the complexity of therapeutic relationships and has the professionalism to engage in appropriate levels of interaction and care
- 2.9. Ensures a professional commitment towards patient trust, confidentiality, safety and patient oriented care
- 2.10. Understands when a representative, carer or family member communicates on behalf on, or in conjunction with the patient is required, and acts accordingly

Element	Criteria
2.1. Considers socio-cultural factors in communication and management strategies	2.1.1 Understands cultural and social factors relevant to communication and management of the individual 2.1.2 Communication is sensitive to and respectful of these factors
2.2. Uses appropriate questioning strategies	2.2.1 A variety of questioning strategies are used, which are appropriate to the person and their cultural and psychosocial needs

Element	Criteria
2.3. Ensures patient comprehension	<p>2.3.1 Communication is adapted to individual needs, such as in paediatric care, care of those with mental health issues, intellectual disability or language difficulties</p> <p>2.3.2 Where communication barriers exist, efforts are made to communicate in the most effective way possible</p> <p>2.3.3 Deploys a variety of communication modes as appropriate</p> <p>2.3.4 Verbal and non verbal communication is adapted to the needs and profile of the individual</p> <p>2.3.5 Practitioner can employ and respond to non verbal cues as appropriate</p>
2.4. Ensures patients goals and concerns are identified and integrated into the clinical analysis	<p>2.4.1 Uses appropriate information gathering techniques to enable the patient to communicate their concerns, needs and goals</p> <p>2.4.2 Recognises the impact of patient concerns for clinical analysis and plan of care</p> <p>2.4.3 Employs counselling skills appropriate for osteopathic practice in the context of the osteopathic plan of care</p>
2.5. Obtains consent having discussed risks and benefits	<p>2.5.1 Risks and benefits for management are identified and appropriately recorded</p> <p>2.5.2 Appropriate informed consent is obtained in the light of risks and benefits being explained to and understood by patient (or their representative or carer)</p>
2.6. Communicates clearly with respect to diagnosis, prognosis, possible management plans, self management and other options of care	<p>2.6.1 The goals, nature, purpose and expected outcomes of osteopathic intervention are discussed and agreed</p> <p>2.6.2 Appropriate warnings regarding possible adverse effects are identified for the person and discussed</p> <p>2.6.3 Options for the person's self care are identified and discussed, such as exercise, diet, lifestyle and workplace ergonomics</p> <p>2.6.4 Prepares the patient for 'follow up' where appropriate</p>
2.7. Takes account of previous patient experiences of health care in medical or allied health systems	<p>2.7.1 Gathers information regarding the person's previous health care experiences of medical and allied health services</p> <p>2.7.2 Recognises where this creates particular concerns for the person regarding their ongoing care, and acts accordingly</p>



Element	Criteria
<p>2.8. Understands the complexity of therapeutic relationships and has the professionalism to engage in appropriate levels of interaction and care</p>	<p>2.8.1 Acts appropriately in situations involving personal incompatibility with the patient</p> <p>2.8.2 Manages clinical challenges and uncertainty within therapeutic relationships appropriately</p>
<p>2.9. Ensures a professional commitment towards patient trust, confidentiality, safety and patient oriented care</p>	<p>2.9.1 Recognises if patient trust or safety is undermined and acts accordingly</p> <p>2.9.2 Ensures appropriate levels of patient confidentiality throughout the osteopathic management of the patient</p> <p>2.9.3 Continuously reflects on the respectful patient-centeredness of the osteopathic management of the patient</p> <p>2.9.4 Builds an effective patient rapport, treatment agreement and therapeutic alliance</p>
<p>2.10. Understands when a representative, carer or family member communicates on behalf on, or in conjunction with the patient is required, and acts accordingly</p>	<p>2.10.1 Communicates effectively through, or with, a patient's representative, carer, or family member as required</p> <p>2.10.2 Ensures appropriate consent is gathered on behalf of the patient and that effective review of communication is undertaken</p> <p>2.10.3 Understands when a representative, carer or family member is required to communicate on behalf of, or in conjunction with, the patient, and acts accordingly</p>

### 3. Osteopathic Care and Scope of Practice

#### Descriptor

Osteopathic philosophy encompasses the ability of practitioners to adopt an individualised approach to patient care, within general osteopathic approaches to patient care. This capability addresses the way that the general and individual approaches to patient care are related to and integrated into general healthcare care concepts and practices. In so doing, practitioners must be cognisant of general and personal limitations of practice. This capability includes reflection and revision of healthcare delivery based upon an evidence informed rationale.

#### Elements

- 3.1. Implements an appropriate management plan that reflects the application of osteopathic philosophy
- 3.2. Understands and can appropriately employ a variety of osteopathic examination and treatment techniques and approaches
- 3.3. Recognises and acts within scope of osteopathic practice
- 3.4. Where the patient has a condition that requires other medical assessments and / or interventions the osteopath identifies how any ongoing osteopathic care of the person should be adapted
- 3.5. Adapts ongoing care of a patient to their general health and wellbeing needs and to their changing circumstances
- 3.6. Identifies how their personal professional approach to patients is placed within general osteopathic healthcare philosophy and practice
- 3.7. Recognises and acts within scope of personal osteopathic capabilities
- 3.8. Modifies and adapts management in accordance with osteopathic practice

Element	Criteria
3.1. Implements an appropriate management plan that reflects the application of osteopathic philosophy	<p>3.1.1. Understands and utilises an osteopathic philosophy in their examination, treatment and overall care of a person</p> <p>3.1.2. Arrives at an appropriate management plan reflecting these osteopathic philosophies</p> <p>3.1.3 Can identify the components of a plan of care that are in addition to (or instead of) osteopathic manual treatment, and acts accordingly</p> <p>3.1.4 Ensures osteopathic manual skills are appropriate to meet professional requirements</p>

Element	Criteria
<p>3.2. Understands and can appropriately employ a variety of osteopathic examination and treatment techniques and approaches</p>	<p>3.2.1 Understands how manual osteopathic techniques as employed by osteopaths can interact with the body's physiological, circulatory, neuro-endocrine-immune, homeostatic and emotional environments and uses this knowledge within their osteopathic plan of care</p> <p>3.2.2 Selects and adapts appropriate osteopathic techniques during their patient evaluation and treatment, relevant to the patient's condition and tissue responses, including cultural, religious, social and personal constraints</p> <p>3.2.3 Recognises that factors being or requiring treatment can develop and change over time, and acts accordingly</p>
<p>3.3. Recognises and acts within scope of osteopathic practice</p>	<p>3.3.1 Conditions or situations that are not amenable to osteopathic intervention are identified, and appropriate action taken</p> <p>3.3.2 Conditions or situations that require adaptation of manual techniques and manoeuvres employed during a plan of care are identified, and appropriate action taken</p>
<p>3.4. Where the patient has a condition that requires other medical assessments and / or interventions the osteopath identifies how any ongoing osteopathic care of the person should be adapted</p>	<p>3.4.1 Where ongoing care of these types of patient (as in 3.3.1) is given, the management plan is adjusted accordingly</p>
<p>3.5. Adapts ongoing care of a patient to their general health and wellbeing needs and to their changing circumstances</p>	<p>3.5.1 Obtains information and advice from suitable sources (osteopathic or other) as appropriate</p> <p>3.5.2 Continuously gathers evidence to monitor for changes in a patient's circumstance, mental or physical condition that might require changes to their ongoing care</p> <p>3.5.3 Adapts ongoing care appropriately</p>
<p>3.6. Identifies how their personal professional approach to patients is placed within general osteopathic healthcare philosophy and practice</p>	<p>3.6.1 Recognises any potential conflicts that their personal professional approach may have for the patients plan of care, and modifies it appropriately</p>
<p>3.7. Recognises and acts within scope of personal osteopathic capabilities, whilst seeking always to improve and enlarge on those capabilities</p>	<p>3.7.1 Conditions or situations where the knowledge and management skills of the practitioner are insufficient are identified and appropriate alternative action is organised and taken</p> <p>3.7.2 Seeks out opportunities to enlarge personal professional capabilities</p>

Element	Criteria
3.8. Modifies and adapts management in accordance with osteopathic practice	3.8.1 Uses ongoing education, professional reading, discussion with peers, and reflection on treatment and management outcomes to continuously improve skills and efficacy  3.8.2 Critically evaluates evidence by applying a knowledge of research methodologies and statistical analysis  3.8.3 Incorporates an understanding of the strengths and limitations of an 'evidence-based' approach to treatment  3.8.4 Engages in quality assurance practices

## 4. Primary Healthcare Responsibilities

### Descriptor

This capability incorporates an osteopath's role in the delivery of primary health care, both as a primary contact practitioner and as a member of the healthcare community. This capability requires the osteopath to be knowledgeable about health, disease, disease management and prevention and health promotion. It incorporates an osteopath utilising healthcare networks and community services and referral as necessary.

### Elements

- 4.1. Accepts responsibility for an individual's welfare
- 4.2. Recognises and responds to professional capabilities and limitations, as a primary healthcare provider
- 4.3. Relates effectively and knowledgeably with other health and community services or providers
- 4.4. Facilitates an individual's access to appropriate health and community services
- 4.5. Accepts responsibilities as a primary health care practitioner in relation to guidelines and ethical standards, as issued by appropriate bodies and authorities
- 4.6. Ensures awareness of costs associated with healthcare, and the principles of efficient and equitable allocation and use of finite resources
- 4.7. Maintains commitment to principles of health education, disease prevention, rehabilitation and amelioration of pain and suffering
- 4.8. Ensures ability to carry out basic first aid and life-saving procedures as required

Element	Criteria
4.1. Accepts responsibility for an individual's welfare	<p>4.1.1 Identifies and acts upon those factors which are the practitioner's responsibility towards the person's welfare</p> <p>4.1.2 The 'gate-keeper' and 'health-screening' roles of an osteopath as a primary healthcare practitioner are performed appropriately</p> <p>4.1.3 Considers issues relating to patient's family and / or carers if appropriate</p>
4.2. Recognises and responds to professional capabilities and limitations, as a primary healthcare provider	4.2.1 Identifies situations where other healthcare professionals may be required to perform these [gatekeeper] roles, in whole or part and acts accordingly

Element	Criteria
4.3. Relates effectively and knowledgeably with other health and community services providers	<p>4.3.1 Effective and informed working relationships are established and maintained with other health and community services or providers</p> <p>4.3.2 Written and verbal communication with other health and community services follows accepted protocols and procedures</p>
4.4. Facilitates an individuals access to appropriate health and community services, including family and carer support	<p>4.4.1 Practitioner identifies suitable health and community services from which the person may benefit</p> <p>4.4.2 Practitioner facilitates where appropriate the person's access to these services</p>
4.5. Accepts responsibilities as a primary health care practitioner in relation to guidelines and ethical standards, as issued by appropriate bodies and authorities	<p>4.5.1 Practitioner maintains awareness of appropriate guidelines, ethical standards and other publications as issued by appropriate bodies and authorities</p> <p>4.5.2 Practitioner ensures compliance, where required, with guidelines and ethical standards</p> <p>4.5.3 Practitioner issues advice within these guidelines and ethical standards</p>
4.6. Ensures awareness of costs associated with healthcare, and the principles of efficient and equitable allocation and use of finite resources	<p>4.6.1 Costs associated with healthcare for the patient, osteopath and healthcare system are continuously monitored and analysed</p> <p>4.6.2 Maintains a commitment to efficient and equitable allocation and use of resources</p>
4.7. Maintains commitment to principles of health education, public and occupational health, disease prevention, rehabilitation and amelioration of pain and suffering	<p>4.7.1 Identifies appropriate strategies concerning health education, public and occupational health, disease prevention for patient, or refers appropriately</p> <p>4.7.2 Ensures plan of care reflects commitment to rehabilitation and amelioration of pain and suffering</p> <p>4.7.3 Ensures emphasis in patient education and involvement in plan of care conception and delivery</p> <p>4.7.4 A commitment to improving the health literacy of the patient is maintained</p> <p>4.7.5 Maintains a commitment to preventative care strategies</p>
4.8. Ensures ability to carry out basic first aid and life-saving procedures as required	<p>4.8.1 Able to perform basic life-saving and first aid</p> <p>4.8.2 Where regulatory authorities require first aid certification that this is maintained appropriately</p>

## 5. Professional Relationships and Behaviour

### Descriptor

This capability incorporates an osteopath's actions in appreciating, respecting and operating in an educated, sensitive and informed manner with other healthcare providers. This includes how an osteopath acknowledges the values and procedures of those other individuals and groups and how the osteopath can best facilitate the most appropriate care.

### Elements

- 5.1. Demonstrates the ability to is able to work as part of a network of osteopaths, and other disciplines and providers via respectful effective and efficient communication
- 5.2. Recognises how to implement a multidisciplinary approach through referral and co-management, and intra and interprofessional education
- 5.3. Implements the appropriate multidisciplinary care for the individual
- 5.4. Maintains effective lines of communication with other parties
- 5.5. Maintains a strong understanding and critical review of osteopathic philosophy and professional ethos and its place in general healthcare systems
- 5.6. Maintains understanding of other approaches to healthcare, and their contribution to patient management

Element	Criteria
5.1. Demonstrates the ability to is able to work as part of a network of osteopaths, and other disciplines and providers via respectful, effective and efficient communication	5.1.1 Effective network relationships are established and maintained  5.1.2 Accepted protocols for written and other media records are followed to ensure information is relayed accurately and effectively.  5.1.3 Recognises the value of a team-based approach within professional life
5.2. Recognises how to implement a multidisciplinary approach through referral and co-management, and intra and interprofessional education	5.2.1 Barriers to communication are identified and addressed where possible, or alternative strategies employed as required  5.2.2 Engages in intra and interprofessional education  5.2.3 Is committed to promotion to other health professionals and the general public of the (critically appraised) osteopathic contribution to healthcare

Element	Criteria
<p>5.3. Implements the appropriate multidisciplinary care for the individual</p>	<p>5.3.1 Appropriate practitioners and providers are identified for co-management or referral for the patient</p> <p>5.3.2 Appropriate protocols, are followed when co-managing a patient in any given situation, to the benefit of the patient</p> <p>5.3.3 Collaborative working arrangements with others are reviewed to ensure an efficient team-based approach to care of the individual</p> <p>5.3.4 Appropriate referrals are made to other practitioners, including osteopaths, based on knowledge of presenting condition and management options and own skill levels</p> <p>5.3.4 A commitment to ensuring continuity of care for the patient is maintained</p>
<p>5.4. Maintains effective lines of communication with other parties</p>	<p>5.4.1 Where the osteopath continues to be one of the patient's carers, communication within the care network is maintained at an effective level to ensure patient care is optimised</p> <p>5.4.2 Fosters and supports clinical training opportunities that support interdisciplinary learning</p>
<p>5.5. Maintains a strong understanding and critical review of osteopathic philosophy and professional ethos and its place in general healthcare systems</p>	<p>5.5.1 Undertakes appropriate continuing lifelong learning to ensure currency of understanding of osteopathic philosophy and professional ethos</p> <p>5.5.2 Critically reflects on the relationship between osteopathic practice and other healthcare systems, and the impact this has for overall patient care</p> <p>5.5.3 A commitment to contribute to the guiding and mentoring of fellow and future osteopaths as they become guardians and custodians of the profession's philosophies, knowledge and skills</p>
<p>5.6. Maintains understanding of other approaches to healthcare, and their contribution to patient management</p>	<p>5.6.1 Undertakes appropriate continuing lifelong learning to ensure awareness of other healthcare practices and approaches to healthcare and patient management, including mental health issues</p> <p>5.6.2 Critically reflects on the impact this awareness has to delivery of overall patient care</p>



## 6. Professional and Business Activities

### Descriptor

This capability incorporates an osteopath's actions and responsibility relating to the development of themselves and their practice. It also incorporates their actions and accountability in managing the healthcare, regulatory and business systems of practice life.

### Elements

- 6.1. Ensures ethical conduct of self and others in provision of care and services
- 6.2. provides for continuing professional learning for self and of employees
- 6.3. Ensures care of self
- 6.4. Maintains an appropriate physical environment for privacy, comfort, and confidentiality
- 6.5. Manages all aspects of practice to comply with legal and regulatory requirements (as a sole operator or as an employer of others)
- 6.6. Manages risk effectively and responsibly in such as way that minimises impact on all concerned.
- 6.7. Maintains currency of knowledge and skills according to changes in regulatory and other ethico-legal requirements and practice environments over time

Element	Criteria
6.1. Ensures ethical conduct of self and others in provision of care and services	6.1.1 Strategies to ensure ethical conduct of self and others are identified and utilised where appropriate
6.2. Provides for continuing professional learning for self and of employees	6.2.1. The need for improved skills and knowledge to maintain effective and appropriate care of the individual are identified  6.2.2. Where the practitioner has employees, they are provided with opportunities and understanding to maintain and improve relevant skills and knowledge

Element	Criteria
<p>6.3. Ensures care of self</p>	<p>6.3.1. Time management strategies are implemented</p> <p>6.3.2. Practitioner recognises when performance and care is not optimal and takes appropriate action</p> <p>6.3.3. Ensures own personal health is appropriate to professional life</p> <p>6.3.4 Maintains appropriate professional boundaries</p> <p>6.3.5 Maintains appropriate balance between needs of practitioner, patient, community and healthcare services</p> <p>6.3.6 Encourages a good work / life balance, individually and within professional teams and networks</p>
<p>6.4. Maintains an appropriate physical environment for privacy, comfort, and confidentiality of patients and others, as appropriate</p>	<p>6.4.1 Opportunities to improve and maintain physical environment for care and employment (where required) are identified and taken</p>
<p>6.5. Manages all aspects of practice to comply with legal and regulatory requirements (as a sole operator or as an employer of others)</p>	<p>6.5.1 Maintains awareness of legal and regulatory requirements and operates within them</p> <p>6.5.2 Ensures all record keeping is in accordance with current best practice</p> <p>6.5.3 Critically appraises effectiveness and appropriateness of all types of communication and record keeping</p>
<p>6.6. Manages risk effectively and responsibly in such as way that minimises impact on all concerned.</p>	<p>6.6.1 Risk factors are identified and appropriately managed</p> <p>6.6.2 'Health and Safety' and waste disposal procedures follow acceptable protocols, including environmentally sensitive practices</p>
<p>6.7. Maintains currency of knowledge, skills and capabilities according to changes in regulatory and other ethico-legal requirements and practice environments over time</p>	<p>6.7.1 Maintains ongoing access to (and ability to use) relevant professional resources such as journals, books, web-sites, various electronic media, and intra- and inter-professional networks, and peer review</p> <p>6.7.2. Understands major ongoing trends and developments in osteopathy</p> <p>6.7.3 Understands major ongoing trends and developments in the broad health care field</p>