

Optometry Victoria South Australia Strategic Plan 2021-24



LEAD



ENGAGE



PROMOTE



ENDURING ORGANISATION



(OV/SA)

Strategic Plan 2021-24

Vision

Driving excellence in eye and vision care – realising better eye care for everyone

Mission

To lead, engage and promote optometry, optometrists and community eye health

We are:

- the member-based professional organisation that strengthens, supports and promotes the profession of optometry and eye health, on behalf of all optometrists
- the influential voice that unites and advances the profession
- an independent voice for optometry

We value:

- integrity and trust
- responsibility and accountability
- being forward-thinking and aspirational
- teamwork and collegiality

We will support the delivery of better eye health and vision outcomes for the Victorian and South Australia communities through the delivery of this strategic plan which links strongly to the Optometry Australia (OA) strategic plan, making a real difference in strengthening, supporting and promoting the profession.



STRATEGIC PILLAR 1 LEAD

STRATEGIC PILLAR 1 – LEAD

PRIORITY ACTIONS	TASKS	TIMELINE
A1 Lead membership through market and sector changes		
A.1.1 OA's scope of practice strategies and campaigns are actively supported	Promote OA's scope of practice strategies and campaigns to members and key stakeholders as required	As required
	Identify and implement state specific projects that advance OA's strategies and campaigns, in collaboration with OA	Ongoing
A.1.2 Sustainable models for the clinical placement of students are developed in collaboration with key stakeholders	Collaborate with Universities and key stakeholders to support the adoption and implementation of sustainable student placement models	July 2022
	Continue to advocate for optometry within public hospitals, allowing students to access this as part of their placements	Ongoing
	Develop mechanism to seek feedback from students regarding placement supervisor performance	September 2022
A2 Improve community eye health and vision care with a particular emphasis on underserved populations		
A.2.1 Support improved access to eye health for children, the aged and Aboriginal and Torres Strait Islander communities	Cultural safety training is available to members through the broader CPD program	September 2021
	Actively support initiatives to increase the number of Aboriginal and Torres Strait Islander optometry students	Ongoing
	Support efforts to embed and evaluate cultural awareness in optometric university curricula	Ongoing
	Actively contribute to the ongoing development and implementation of the VOS program to ensure it effectively supports regional and rural and Aboriginal and Torres Strait Islander communities	Ongoing
	Identify opportunities to improve access to eye care for older populations, ensuring alignment with recommendations from the Royal Commission into Aged Care where relevant	Ongoing
	Actively support research that expands the evidence base for the delivery of best practice eye care for children in school settings	Ongoing
	Seek opportunities for the promotion of eyecare with preschool and early years patient groups	Ongoing
	Identify and promote models that enable optometrists to deliver eye care in non-traditional locations to improve patient outcomes	Ongoing
	Actively monitor State Health Department and other key stakeholder initiatives and activities to identify opportunities to advance our objectives	Ongoing

A.2.2 Explore and develop initiatives on emerging evidence on the impact of climate change as it relates to eye health	Develop and promote practical strategies that support members to reduce waste in optometric practices	December 2021
	Explore and support research which examines the effect of environmental changes on eye health and seek to educate members on this issue.	July 2022

PRIORITY ACTIONS

TASKS

TIMELINE

A3 Uphold and promote professional standards

A.3.1 Deliver a broad-based, relevant, sustainable and revered face to face events program	Deliver and evolve the O=MEGA product	September 2021 and 2023
	Deliver and evolve the BlueSky product	November 2022
	Deliver the World Congress of Optometry alongside O=MEGA23	September 2023
	Deliver the annual rural and regional CPD series	Annually
	Deliver the annual ECOV/SA CPD series	Annually
	Deliver one day single theme 'mini-conferences' in the jurisdiction where the multi day conferences are not occurring	Annually
	Ensure sufficient CPD is available for members to meet therapeutic and interactive benchmarks under the new OBA requirement	Ongoing
A.3.2 Work with federation colleagues and external stakeholders to deliver innovative learning opportunities that harmonise with the face to face program	Collaborate with OA to evolve clinical audit tools for practitioners	January 2022
	Collaborate with others to enhance electronic referral options for practitioners	Ongoing
	Work collaboratively with other allied health and health organisations to deliver joint CPD events, particularly that highlight the benefits of multi-disciplinary care	Ongoing, through the Health Sector Group

A4 Drive positive outcomes for optometry and improved patient outcomes through the development of innovative models of care

A.4.1 Work towards only eye health presentations that require tertiary levels of care such as surgical intervention being referred to ophthalmologists	Collaborate with GPs and other primary care stakeholders to identify, implement and evaluate referral pathways from primary care to primary eye care	Ongoing
	Actively support the implementation and evaluation of the Victorian Statewide Referral Criteria	June 2022
	Identify and advocate for improved hospital referral pathways with a particular focus on reducing wait times for patients	Ongoing
	Advocate for the development of multidisciplinary ophthalmology outpatient models of care that actively utilise the skill-base of optometry	Ongoing
A.4.2 Actively contribute to OA policy development and advocacy programs where they align with this strategic plan	Actively contribute to the development of OA's policy and advocacy platform where appropriate	Ongoing
	Support and promote OA's policy and advocacy platform where appropriate	Ongoing



STRATEGIC PILLAR 2

ENGAGE

STRATEGIC PILLAR 2 – ENGAGE

PRIORITY ACTIONS	TASKS	TIMELINE
B1 Inspire collegiality within the membership		
B.1.1 Work with federation colleagues to harmonise the activities of ECO groups	Support ECOV/SA committee members to actively participate in OA's national ECO Think Tanks	Annually
	Seek opportunities for ECOs from other SDs to work alongside ECOV/SA on bilateral or multilateral projects of interest	January 2023
	Determine utility of ECO peer to peer sessions and expand as needed	June 2022
B.1.2 Work with OV/SA Management Committees to ensure member engagement is synergistic and comprehensive	Coordinate and support high performing OV/SA management committees ECOV/SA, SACSA, SACV and CPD	Ongoing
B.1.3 Promote member wellbeing and resilience	Ensure social/collegiality opportunities exist within the CPD program	Annually
	Undertake and implement research which seeks to better understand and support member isolation and burnout	September 2022
	Support and promote OA strategies and campaigns to improve mental health	Ongoing
B.1.4 Foster inter-clinic/clinician relationships to improve patient outcomes	Promote referrals between optometry clinics to utilise different clinical expertise/equipment	Ongoing
	Encourage and provide a platform for group (CPD) activities involving different clinics to engender understanding and collaboration	Ongoing
B2 Provide outstanding member value		
B.2.1 Develop and implement a communications strategy and suite of products which aligns with OA	Continue to produce and evolve <i>Scope</i>	Four editions per year
	Continue to produce and evolve <i>e-Wink</i>	Six editions per year
	Enhance and evolve OV/SA's social media presence	Ongoing
	Contribute OV/SA content to OA communications collateral as required	Ongoing
	Collaborate with OA to enhance the member website	Ongoing
	Segment communications to members as required, to enhance and strengthen member engagement and the membership value proposition	September 2021
	Provide feedback to OA regarding effectiveness and timing of their communications to members	Ongoing
	Support OA's stance on clinician oversupply – develop nuanced language around rural shortage and possible solutions	Ongoing

B.2.2 Identify and develop evidence-based member resources that support high-quality practice	Audit and review existing member resources and implement annual updates as needed	Annually
	Identify, develop and implement at least one new, evidence-based member resource, annually	Annually
B.2.3 Assist members with contractual, clinical and regulatory enquiries; triage as required to OA	As required	Ongoing
B.2.4 Investigate and deliver financial and streamlining enhancements to the member value proposition	Contribute to the reshaping of member categories and fee structures as required	March 2022
B.2.5 Deliver OV/SA's annual grants and awards programs	Deliver the annual postgraduate travel grant	Annually
	Deliver the student academic awards	Annually
	Deliver the ECO Education Grant in Vic and SA, in collaboration with supporting ophthalmologists	Annually

PRIORITY ACTIONS

TASKS

TIMELINE

B3 Ensure optometry students understand the importance of association membership

B.3.1 Enhance involvement with UoM, Flinders and Deakin ensuring ongoing and consistent contact from early in student's courses	Ensure a comprehensive 'transition to practice' program for all universities	Review March 2022
	Ensure informative careers expos and tailored student events	Three annually
	Deliver and enhance promotion of OV/SA's academic award to all universities	September 2022
	Distribute value of student membership resource to students	Ongoing
	Continue to promote the contract review service	Ongoing
B.3.2 Work with UMOSS, FUOSA and DOSS on projects of mutual interest; support national engagement between student bodies	Collaborate with student societies to identify opportunities to develop and implement and support projects of mutual interest, including annual student seminars	Review March 2022
	Support student conferences and social events	Ongoing



STRATEGIC PILLAR 3
PROMOTE

STRATEGIC PILLAR 3 – PROMOTE

PRIORITY ACTIONS	TASKS	TIMELINE
C1 Increase public awareness, knowledge and understanding of the role of optometry in Australia		
C.1.1 Harmonise local promotional efforts with OA campaigning including Good Vision for Life and the work of likeminded bodies	Continue to produce, as needed 'a guide to healthy eyes for kids and parents', consider advocating for this pack to be moved online	Review November 2021
	Continue to support the work of the Vision Initiative to promote optometry and improve access to eye care	Ongoing
C2 Work with other healthcare professionals to promote optometry		
C.2.1 Work collaboratively with healthcare professionals including nursing, ophthalmology, GPs, pharmacists, DoH/SA Health, LHNs and PHNs to promote optometry, optometric scope of practice and to strengthen referral pathways	Provide advice, support and resources to other health professionals which ensures consistent management of patients in the community	Ongoing
	Actively participate in allied health consortia groups	Ongoing
	Assist members to promote themselves/optometry and work more effectively with other healthcare professionals	Ongoing



STRATEGIC PILLAR 4
ENDURING ORGANISATION

STRATEGIC PILLAR 4 – ENDURING ORGANISATION

PRIORITY ACTIONS	TASKS	TIMELINE
D1 Ensure long-term financial stability		
D.1.1 Ensure annual budgets are achievable, sustainable and aligned with strategic priorities	Investigate increased diversification of revenue sources	Review March 2022
D.1.2 Maintain membership levels as a percentage of registered, practising optometrists	Ensure membership remains at or above 88 per cent of registered, practising optometrists for the duration of this strategic plan	Ongoing
D.1.3 Ensure third party supplier arrangements are fit for purpose and provide best value for OV/SA	Review banking, legal, utilities, insurance, IT, communications arrangements	Annually
D.1.4 Annually review investment arrangements and strategy against objectives	Present advice, action changes requested by the Board as needed	Annually
D2 Ensure organisational capability		
D.2.1 Enhance all OV/SA internal policies	Review internal policy suite and audit	Biennially
	Embed policy allowing for Board financial literacy training on a two year cycle and strategic planning/thinking training on a three year cycle	Ongoing
D.2.2 Ensure risk is managed and compliance assured	Integrate risk register into all Board papers as required	Annually
	Present the Board a statement of statutory and legislative compliance	Annually
D.2.3 Drive enhancements to federation systems	Continue to lead enhancements to Membership 360 and EliteCPD	Ongoing
D.2.4 Maintain a comprehensive annual business planning process and review system against this plan	Develop for Board approval, and deliver organisational goals and outputs	Annually
	Review the progress of this plan for the Board	Annually
D.2.5 Reduce OV/SA's environmental footprint	Develop and implement initiatives which achieve this goal	Ongoing
	Consider environmental implications of identified projects in this strategic plan	Review annually
	Identify and implement strategies that support the secretariat to reduce waste and regularly report the results to the membership	Ongoing
D.2.6 Work with OV/SA's Board Committees to ensure good governance	Evolve the Audit Committee into an Audit and Risk Committee	November 2021
D3 Continue to be a collegial member of the federation		
D.3.1 Ensure resources are shared with OA and other state divisions as needed	Promote the suite of OV/SA member resources to OA and state divisions and share learnings and outcomes as required and appropriate	As required
D.3.2 Encourage cooperation between state divisions to avoid gaps and duplications, and improve efficiency and productivity	Identify bilateral and multilateral projects to ensure best member outcomes	As required
	Contribute to a shared national CPD calendar	Every November
	Collaborate with OA and SDs to create a shared CPD strategy for the Federation	July 2022