



Optometry Victoria South Australia (OV/SA) Strategic Plan 2019-21

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

Who we are:

- We are the member-based professional organisation that strengthens, supports and promotes the profession of optometry and eye health, on behalf of all optometrists
- We are the influential voice that unites and advances the profession
- We are 'Optometrists for Optometry'
- We are an independent voice for optometry, not a voice for independent optometry

Our strategic goals are achieved through shared common values which underpin our behaviour:

- Forward-thinking
- Integrity and trust
- Responsible and accountable
- Teamwork

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.

Theme 1 – Lead

Eye health is vital to individual and community health. A strong voice leading the profession will create an ideal environment for the profession to meet community eye health and vision care needs. Priority actions from July 1 2019 until June 30 2021 are detailed in the table below.

Lead	Priority Actions	Measured by	Timeline
A 1 Lead membership through evolution of market and sector changes	<p>A 1 1 Sustainable models for the clinical placement of students are developed in collaboration with key stakeholders</p> <p>A 1 2 Advocacy to support the implementation of student placement models is undertaken</p> <p>A 1 3 OA’s workforce strategies and campaigns are effectively supported</p>	<ul style="list-style-type: none"> • A sustainable student placement model is developed in collaboration with key stakeholders • Advocacy to encourage implementation is undertaken • Strong ongoing collaboration with implementing partners is developed and maintained • Universities consider community need for optometrists as part of student number determination • Active contribution made to the development of OA’s innovative workforce model within family friendly practices 	<ul style="list-style-type: none"> • Student placement model is developed by April 2020 • Advocacy as required/ongoing • June 2021 • June 2021 • Ongoing
A 2 Improve community eye health and vision care, with a particular focus on under-served populations	<p>A 2 1 Collaborative research is developed and implemented to provide an evidence base for policy positions, as required</p> <p>A 2 2 OV/SA’s policy platform outlines achievable strategies to improve community eye health, with a particular focus on children’s vision</p>	<ul style="list-style-type: none"> • A sound evidence-base informs all policy positions • One collaborative research project is completed • Advocacy campaigns on key policy positions implemented, including a children’s vision campaign 	<ul style="list-style-type: none"> • Ongoing • Research project established by June 2020 – required Board approval • Ongoing
A 3 Uphold and promote professional standards	A 3 1 Deliver a relevant, sustainable, revered events program; align with any new OBA requirements including CPD portfolio planning and reflection	<ul style="list-style-type: none"> • Ongoing – as many OV/SA members attend non-conference events as attend O=MEGA and Blue Sky by 2021 	<ul style="list-style-type: none"> • Annual program developed

Lead	Priority Actions	Measured by	Timeline
	<p>A 3 2 Deliver the O=MEGA joint venture partnership for conferences and events aligned with amalgamation timelines</p> <p>A 3 3 Successfully bid for the World Congress of Optometry to be held in Melbourne</p> <p>A 3 4 Collaborate with OA and other key stakeholders to deliver online learning opportunities through the use of webinars and streaming</p> <p>A 3 5 Innovative and collaborative CPD offerings are delivered, including team-based learning formats</p>	<ul style="list-style-type: none"> • Successful delivery of new product in 2019 and 2021 • Holding the event in 2021 • Attendances at OA institute and OV/SA online offerings receive strong member feedback and don't cannibalise face to face offerings • Member satisfaction with team-based learning formats or other approaches 	<ul style="list-style-type: none"> • Delivered August 2019 • Announcement October 2019 • Ongoing • First opportunity identified as part of 2018-19 planning, then at least annually thereafter
A 4 Drive positive outcomes for optometry through collaborative projects and initiatives in South Australia; evolve relationships with SA Health and other key stakeholders through Health Pathways etc.	<p>A 4 1 Promote and work towards only emergency eye-health presentations in SA being referred by GPs directly to an ophthalmologist</p> <p>A 4 2 Maintain and expand the Modbury Hospital program which is being used as a route to changing GP referral practices</p> <p>A 4 3 Maintain position on the SA Expert Working Group, contributing to the same day elective and outpatient ophthalmology model of care</p> <p>A 4 4 Continue to ensure the SA-based Clinical Advisory Group provides clinical advice on projects and input into the pathways associated for eye-health presentations</p> <p>A 4 5 Work with the SA Department for Education and Childhood Development on issues related to the relative value of school screening programs and comprehensive eye examinations</p> <p>A 4 6 Deliver appropriate payments for optometrists under Glasses SA</p>	<ul style="list-style-type: none"> • Development of resources for GPs, distribution of same, collaboration with SA Health • Initial staff position is expanded within Modbury or to other sites • Maintenance of positions, output of committee • Provision of advice, reporting back to Board through secretariat staff • Joint resources to Departmental stakeholders; alignment with broader agreed OV/SA positions • Agreement around increases to payments 	<ul style="list-style-type: none"> • June 2021 • June 2020 • Ongoing • Ongoing • Position developed by December 2019, presented to Department by June 2020 • June 2021

Theme 2 – Engage

Optometrists are vital in delivering better eye health outcomes for the community. Priority actions from July 1 2019 until June 30 2021 are detailed in the table below.

Engage	Priority Actions	Measured by	Timeline
B 1 Inspire collegiality in membership	B 1 1 Communication and engagement with members is effective and well received	<ul style="list-style-type: none"> Annual member communication and engagement strategies are developed and implemented, tailored to key membership segments with a strong focus on early career optometrists 	<ul style="list-style-type: none"> Annually
	B 1 2 Work with OA and other state divisions to harmonise the activities of ECO groups	<ul style="list-style-type: none"> ECO groups sharing of resources and programs 	<ul style="list-style-type: none"> June 2021
	B 1 3 Submit candidates to the Health Sector Leadership Course and work with alumni to ensure reciprocal value for the association	<ul style="list-style-type: none"> Annually, with the secretariat to develop a program for using alumni to promote the association to members 	<ul style="list-style-type: none"> Annually
	B 1 4 Investigate and deliver financial enhancements to the member value proposition	<ul style="list-style-type: none"> Programs developed including years of membership benefit, CPD discounting, pay by the month 	<ul style="list-style-type: none"> As part of 2019-20 budgeting
	B 1 5 Work with OV’s Management Committees (OCPCV, OCPCSA, ECOV/SA, and the Education/CPD Committee) to ensure member engagement is synergistic and comprehensive	<ul style="list-style-type: none"> Outcomes of Committee activity as determined by the CEO 	<ul style="list-style-type: none"> Program determined by annual business planning/budgeting processes
B 2 Enhance social media engagement	B 2 1 Audit current activities, investigate opportunities, resource new initiatives	<ul style="list-style-type: none"> Fifty per cent increase in social media engagement across all platforms 	<ul style="list-style-type: none"> June 2021
	B 2 2 Align strategy with OA and other states	<ul style="list-style-type: none"> Strategy aligned 	<ul style="list-style-type: none"> Ongoing
B 3 Promote OV/SA to optometry students	B 3 1 Ensure successful and informative careers expos and student meetups at OV/SA conferences	<ul style="list-style-type: none"> Student/member feedback; overall attendee numbers 	<ul style="list-style-type: none"> Annually
	B 3 2 Work with ECOV/SA to ensure effective new graduates events and information	<ul style="list-style-type: none"> In excess of 75 per cent of immediate graduates transition to fee paying categories each year 	<ul style="list-style-type: none"> Annually

Engage	Priority Actions	Measured by	Timeline
	<p>B 3 3 Enhance involvement with students at all three universities ensuring ongoing and consistent contact from early in courses</p> <p>B 3 4 Deliver OV/SA's academic award to each university each year</p> <p>B 3 5 Deliver OV/SA's postgraduate travel grant annually</p> <p>B 3 6 Work with UMOSS, DOSS and FUOSA on projects of mutual interest; support national engagement between student bodies</p>	<ul style="list-style-type: none"> • In excess of 90 per cent of students are members in their final year of study • Winners meet requirements, strong promotional outcomes • Winners meet requirements, strong promotional outcomes • Success of national 'student think tank' or event 	<ul style="list-style-type: none"> • Annually • Annually • Annually • Delivered as part of 2019-20 budget
<p>B 4 Provide outstanding member resources and information</p>	<p>B 4 1 Audit and review member resources and implement annual updates to key resources</p> <p>B 4 2 Identify and develop evidence-based member resources that support high quality practice and the delivery of improved eye health outcomes to the community</p> <p>B 4 3 Continue to produce <i>Scope</i>; promote <i>e-Scope</i> option; expand to SA-based members, and determine the ongoing value of this publication</p> <p>B 4 4 Continue to produce E-WINK, expand to Victorian-based members.</p> <p>B 4 5 Continue to produce the ophthalmology directory (SA only)</p> <p>B 4 6 Contribute OV/SA content to OA marketing campaigns and communications products</p>	<ul style="list-style-type: none"> • Increased requests for and downloads of OV/SA resources online, and via other means including publication of children's vision resource • One new resource is developed annually • Six editions annually, review has strong engagement • Regular publication; review click through rates and engagement • Survey member engagement with this product • OV/SA contributes relevant, up to date and well-read content to the new website; contributes to OA advocacy campaigns as needed 	<ul style="list-style-type: none"> • Children's resource each November, other resources on completion of website project • Resources completed by June 2020, 2021 • Review to be undertaken in 2020 • Ongoing, include in <i>Scope</i> review • Survey by June 2021 • Ongoing

Engage	Priority Actions	Measured by	Timeline
	B 4 7 Collaborate with OA to complete the website rebuild	<ul style="list-style-type: none"> Member utility of the site increases by in excess of 25 per cent, more than 50 per cent of OV/SA members access the site at least annually 	<ul style="list-style-type: none"> Review by December 2019
	B 4 8 Provide CPR training opportunities	<ul style="list-style-type: none"> At least seven per year 	<ul style="list-style-type: none"> Annually
	B 4 9 Assist members with contractual, clinical and regulatory enquiries, and where necessary triage to OA	<ul style="list-style-type: none"> 'Closing' of enquiries in register in excess of 95 per cent, diary notes in 360 accurate and up to date 	<ul style="list-style-type: none"> Ongoing

Theme 3 – Promote

OV/SA is the place to go to talk about eye health. Priority actions from July 1 2019 until June 30 2021 are detailed in the table below.

Promote	Priority Actions	Measured by	Timeline
C 1 Work to further develop professional practice toolkits for members	C1 1 Support OA efforts to increase public awareness, knowledge and understanding of role of optometry in eye health in Australia	<ul style="list-style-type: none"> Cut through of campaigns, anecdotal member feedback, new Medicare items 	<ul style="list-style-type: none"> Ongoing
	C1 2 Influence the wider eye care sector to support and promote the role of optometry	<ul style="list-style-type: none"> Success of ODMA; RANZCO engagement 	<ul style="list-style-type: none"> Ongoing
C 2 Improve engagement with GPs, pharmacists and other health care professionals	C2 1 Work with key stakeholders to promote optometry, optometric scope of practice, and to strengthen referral pathways	<ul style="list-style-type: none"> Expanded collaboration documented to the Board through secretariat reporting and establishment of joint projects and communications 	<ul style="list-style-type: none"> June 2021
	C2 2 Identify opportunities to work collaboratively in order to improve engagement, including through the identification of effective models of eye care	<ul style="list-style-type: none"> Local level RANZCO and ASO engagement established, particularly at governance level 	<ul style="list-style-type: none"> Contact established, initial reports back 2018, then opportunities for working together identified for 2019-20
	C2 3 Continue to work actively with the Vision Initiative Project to promote optometry	<ul style="list-style-type: none"> Ongoing as required 	<ul style="list-style-type: none"> Annually
	C2 4 Provide advice, support and resources to GPs and other health professionals which ensures consistent management of patients in the community	<ul style="list-style-type: none"> Ongoing as required 	<ul style="list-style-type: none"> Ongoing

Theme 4 – Create an enduring organisation

Our independent and influential organisation makes a real difference in strengthening and supporting the profession. Priority actions from July 1 2019 until June 30 2021 are detailed in the table below.

Enduring organisation	Priority Actions	Measured by	Timeline
D 1 Ensure long-term financial sustainability	D 11 Ensure annual budgets are achievable, sustainable and aligned with strategic priorities	<ul style="list-style-type: none"> Surplus/deficit delivered in line with budget, OV/SA maintains financial good health at audit 	<ul style="list-style-type: none"> Annually
	D 12 Complete amalgamation work ensuring member services and membership levels are maintained or advanced	<ul style="list-style-type: none"> Member numbers maintained, services hold or expand 	<ul style="list-style-type: none"> New entity commences operating July 2019, transition period complete June 2021
	D 13 Maintain membership levels as a percentage of registered, practising optometrists	<ul style="list-style-type: none"> In excess of 88 per cent of registered, practicing optometrists are OV/SA members 	<ul style="list-style-type: none"> June 2021
	D 14 Review supplier arrangements including banking, utilities providers, and contractors to ensure costs are managed and services are delivered	<ul style="list-style-type: none"> External supplier costs as a percentage of expenditure are maintained or reduce 	<ul style="list-style-type: none"> June 2021
	D 15 On an annual basis, review the OV/SA investment strategy against objectives and seek approval from the Board for implementation of any required changes	<ul style="list-style-type: none"> Portfolio remains aligned with risk appetite, continues to perform in line with market 	<ul style="list-style-type: none"> Annually
D 2 Ensure organisational capability	D 21 Complete an update of all OV/SA policies, procedures and systems to ensure optimum functioning of OV/SA, then review biennially	<ul style="list-style-type: none"> All policies meet compliance and good governance benchmarks in external audit 	<ul style="list-style-type: none"> Project complete by January 2020, audit complete in 2020
	D 22 Maintain a risk register as part of the Board reporting process	<ul style="list-style-type: none"> Register is referred to in all necessary decision papers for the Board, and is updated annually 	<ul style="list-style-type: none"> September 2019, September 2020
	D 23 Continue to enhance the database and member portal to ensure utility for users	<ul style="list-style-type: none"> Evidence of enhancements and their benefit to members 	<ul style="list-style-type: none"> Ongoing, reported as part of secretariat papers

Enduring organisation	Priority Actions	Measured by	Timeline
	<p>D 2 4 Present to the Board an annual statement of compliance with all relevant legislation</p> <p>D 2 5 Maintain a comprehensive annual business planning process to oversee the delivery of organisational goals and outputs, for approval by the Board</p> <p>D 2 6 Undertake an annual review of progress of the strategic plan and report to the Board</p> <p>D 2 7 Work with OV/SA's Board and Committees (Governance, Audit) to ensure good governance practices are followed</p> <p>D 2 8 Actively discuss succession planning requirements for the Board and secretariat</p>	<ul style="list-style-type: none"> • Completeness and timeliness of compliance reports • Business plans are accepted by the Board, and noted as strategically aligned • Plan is reviewed and found to be relevant, or is amended accordingly • Committees are found to enhance good governance practices at audit • Governance Committee refers matters to the Board in a timely way, the Board remains refreshed, Directors engaged 	<ul style="list-style-type: none"> • Annually each April • Annually each June • Annually Each December • Annually for the Audit Committee Each December, audit of Governance Committee undertaken in 2020 • At least annually each April
D 3 Drive efficiencies and avoid duplications by being a collegial and dynamic member of the federation	<p>D 3 1 Ensure OV/SA resources are shared with other state divisions for their potential use</p> <p>D 3 2 Respond constructively to OA office communication and requests</p> <p>D 3 3 Encourage cooperation between state divisions to ensure best member outcomes</p> <p>D 3 4 Actively contribute to OA policy development advocacy programs to Victorian and South Australian members where they align with this strategic plan</p> <p>D 3 5 Initiate cooperative projects bilateral and multilateral to improve member services</p> <p>D 3 6 Support OA's role as the brand managers, including the idea that an OA CPD point/hour is the 'gold standard' in education.</p>	<ul style="list-style-type: none"> • Uptake of OV/SA resources by other states • OA satisfaction with timeliness and quality of OV/SA responses • Improved SD relations driven by better CEO interaction and forum outcomes • OA satisfaction with OV/SA input • Number of and quality of projects initiated • Development, implementation of national marketing campaign around this initiative 	<ul style="list-style-type: none"> • As required • As required • Ongoing, and three times annually at CEO forum • As required • At least annually • Following ratification of changes to OBA requirements