



Optometry Victoria (OV) Strategic Plan 2018-21*

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 community through the delivery of this three year strategic plan which links strongly to the Optometry Australia (OA) strategic plan, making a real difference in strengthening, supporting and promoting the profession.

*This plan has been written assuming OV continues as a standalone entity. Should the OV/OSA amalgamations project and the OV/ODMA joint venture project advance in the 2018-19 financial year, the plan will be amended as required.

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 2018 until June 30 2021 are detailed in the table below.

Lead	Priority Actions	Measured by
A 1 Lead membership through evolution of market and sector changes	A 1 1 Sustainable models for the clinical placement of students are developed in collaboration with key stakeholders	<ul style="list-style-type: none"> A sustainable student placement model is developed in collaboration with key stakeholders
	A 1 2 Advocacy to support the implementation of student placement models is undertaken	<ul style="list-style-type: none"> Advocacy to encourage implementation is undertaken Strong ongoing collaboration with implementing partners is developed and maintained Victorian universities consider community need for optometrists as part of student number determination
	A 1 3 OA's workforce strategies and campaigns are effectively supported	<ul style="list-style-type: none"> Active contribution made to the development of OA's innovative workforce model within family friendly practices
A 2 Improve community eye health and vision care, with a particular focus on under-served populations	A 2 1 Collaborative research is developed and implemented to provide an evidence base for policy positions, as required	<ul style="list-style-type: none"> A sound evidence-base informs all policy positions One collaborative research project is completed
	A 2 2 OV's policy platform outlines achievable strategies to improve community eye health, with a particular focus on children's vision	<ul style="list-style-type: none"> Advocacy campaigns on key policy positions implemented, including a children's vision campaign
A 3 Uphold and promote professional standards	A 3 1 Deliver a member events program that is relevant, sustainable, revered in the optometric sector and aligned with any new OBA requirements including CPD portfolio planning and reflection	<ul style="list-style-type: none"> Ongoing – as many OV members attend non-SRC events as attend SRC (or equivalent) by 2021
	A 3 2 Deliver a sustainable joint venture partnership for conferences and events aligned with amalgamation timelines	<ul style="list-style-type: none"> Successful delivery of new product in 2019 and 2021

Lead	Priority Actions	Measured by
	A 3 3 Successfully bid for the World Congress of Optometry to be held in Melbourne	<ul style="list-style-type: none"> • Holding the event in 2021 or 2023
	A 3 4 Collaborate with OA and other key stakeholders to deliver online learning opportunities through the use of webinars and streaming	<ul style="list-style-type: none"> • Attendances at OA institute/OV online offerings receive strong member feedback and don't cannibalise face to face offerings
	A 3 5 Innovative and collaborative CPD offerings are delivered, including team-based learning formats	<ul style="list-style-type: none"> • Member satisfaction with team-based learning formats or other approaches

Theme 2 – Engage

Optometrists are vital in delivering better eye health outcomes for the Australian community. Priority actions from July 1 2018 until June 30 2021 are detailed in the table below.

Engage	Priority Actions	Measured by
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
	B 1 2 Work with OA and other state divisions to harmonise the activities of ECO groups	<ul style="list-style-type: none"> • All early career groups across all states come under the OA banner
	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
	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
	B 1 5 Work with OV's Management Committees (OSAG, ECOV, Education/CPD Committee) to	<ul style="list-style-type: none"> • Outcomes of Committee activity as determined by the CEO

Engage	Priority Actions	Measured by
	ensure member engagement is synergistic and comprehensive	
B 2 Enhance social media engagement	B 2 1 Audit current activities, investigate opportunities, resource new initiatives B 2 2 Align strategy with OA and other states	<ul style="list-style-type: none"> Fifty per cent increase in social media engagement across all platforms Strategy aligned
B 3 Promote OV to optometry students	B 3 1 Ensure successful and informative careers expos and student meetups at OV conferences B 3 2 Work with ECOV to ensure effective new graduates events and information B 3 3 Enhance involvement with students at both universities ensuring ongoing and consistent contact from early in courses B 3 4 Deliver OV's academic award to each university each year B 3 5 Deliver OV's postgraduate travel grant annually B 3 6 Work with UMOSS and DOSS on projects of mutual interest; support national engagement between student bodies	<ul style="list-style-type: none"> Student and member feedback and increased overall attendee numbers In excess of 75 percent of immediate graduates transition to fee paying categories each year 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 first national 'student think tank' or event
B 4 Provide outstanding member resources and information	B 4 1 Audit and review member resources and implement annual updates to key resources 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	<ul style="list-style-type: none"> Increased requests for and downloads of OV resources online, and via other means including publication of children's vision resource One new resource is developed annually

Engage	Priority Actions	Measured by
	B 4 3 Continue to produce <i>Scope</i> ; promote <i>e-Scope</i> option, and determine the ongoing value of this publication	<ul style="list-style-type: none"> • Six editions annually, review has strong engagement
	B 4 4 Contribute Victorian content to OA marketing campaigns and communications products	<ul style="list-style-type: none"> • OV contributes the most items to OA comms of all SDs; contributes the most members to OA advocacy campaigns of all SDs
	B 4 5 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 members access the site at least annually
	B 4 6 Provide CPR training opportunities	<ul style="list-style-type: none"> • At least six per year
	B 4 7 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

Theme 3 – Promote

We are an active force for promoting and delivering better eye health outcomes for the whole community. OV is to be positioned as the place to go to talk about eye health. Priority actions from July 1 2018 until June 30 2021 are detailed in the table below.

Promote	Priority Actions	Measured by
C 1 Work nationally 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 OA campaigns, anecdotal member feedback, new Medicare items
	C1 2 Influence the wider eye care sector to support and promote the role of optometry	<ul style="list-style-type: none"> • Success of joint venture collaboration; RANZCO engagement
C 2 Improve engagement with GPs, pharmacists and other health care professionals	C2 1 Work with primary care health organisations, the chief allied health officer, medical colleges (including RANZCO), E+E, and universities to promote optometry, optometric scope of practice, and to strengthen referral pathways	<ul style="list-style-type: none"> • Demonstrable evidence of improvements to referral pathways

	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 engagement established, particularly at governance level
	C2 3	Continue to work actively with the Vision Initiative Project to promote optometry	<ul style="list-style-type: none"> Ongoing as required
	C2 4	Contribute to and promote OA campaigning on GP engagement	<ul style="list-style-type: none"> Ongoing as required

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 2018 until June 30 2021 are detailed in the table below.

Enduring organisation	Priority Actions	Measured by
D 1 Ensure long-term financial sustainability	D 1 1 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 maintains financial good health at audit
	D 1 2 Amalgamate with OSA ensuring member services and membership levels are maintained or advanced	<ul style="list-style-type: none"> Member numbers maintained, services hold or expand
	D 1 3 Maintain membership levels as a percentage of registered, practicing optometrists	<ul style="list-style-type: none"> In excess of 88 per cent of registered, practicing optometrists are OV members
	D 1 4 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
	D 1 5 On an annual basis, review the OV 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

Enduring organisation	Priority Actions	Measured by
D 2 Ensure organisational capability	D 2 1 Complete an update of all OV policies, procedures and systems to ensure optimum functioning of OV, then review biennially	<ul style="list-style-type: none"> All policies meet compliance and good governance benchmarks in external audit
	D 2 2 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
	D 2 3 Continue to enhance the database and member portal to ensure utility for users	<ul style="list-style-type: none"> Demonstrable evidence of enhancements and their benefit to members
	D 2 4 Present to the Board an annual statement of compliance with all relevant legislation	<ul style="list-style-type: none"> Completeness and timeliness of compliance reports
	D 2 5 Maintain a comprehensive annual business planning process to oversee the delivery of organisational goals and outputs, for approval by the Board	<ul style="list-style-type: none"> Business plans are accepted by the Board, and noted as strategically aligned
	D 2 6 Undertake an annual review of progress of the strategic plan and report to the Board	<ul style="list-style-type: none"> Plan is reviewed and found to be relevant, or is amended accordingly
	D 2 7 Work with OV's Board and Committees (Governance, Audit) to ensure good governance practices are followed	<ul style="list-style-type: none"> Committees are found to enhance good governance practices at audit
	D 2 8 Actively discuss succession planning requirements for the Board and secretariat	<ul style="list-style-type: none"> Governance Committee refers matters to the Board in a timely way, the Board remains refreshed; Directors engaged
D 3 Drive efficiencies and avoid duplications by being a collegial and dynamic member of the federation	D 3 1 Ensure Victorian resources are shared with other state divisions for their potential use	<ul style="list-style-type: none"> Uptake of OV resources by other states
	D 3 2 Respond constructively to OA office communication and requests	<ul style="list-style-type: none"> OA satisfaction with timeliness and quality of OV responses
	D 3 3 Encourage cooperation between state divisions to ensure best member outcomes	<ul style="list-style-type: none"> Improved SD relations driven by better CEO interaction and forum outcomes

Enduring organisation	Priority Actions	Measured by
	D 3 4 Actively contribute to OA policy development advocacy programs to Victorian members where they align with this strategic plan	<ul style="list-style-type: none"> • OA satisfaction with OV input
	D 3 5 Initiate cooperative projects (bilateral/multilateral) to improve member services	<ul style="list-style-type: none"> • Number of and quality of projects initiated
	D 3 6 Support OA's role as the custodians of federation branding, including the idea that (under an OBA system which eliminates accreditation) an OA CPD point/hour is the 'gold standard' in education	<ul style="list-style-type: none"> • Development, implementation of national marketing campaign around this initiative