

Strategic priorities refresh 2016-2018

To be read in conjunction with
the Strategic Plan 2013-2018



Our Vision, Mission and Values



Our Vision

Improving quality of life through caring for the senses



Our Mission

We aspire to be the world's leading eye and ear health service by:

- Excelling in specialist services
- Integrating teaching and research with clinical services
- Leading workforce capability
- Partnering with consumers and communities
- Building a sustainable future.



Our values

- Integrity
- Care
- Teamwork
- Excellence

Our service environment

The Royal Victorian Eye and Ear Hospital (the Eye and Ear) is a world leading facility, being Australia's only specialist stand-alone eye, ear, nose and throat (ENT) hospital. The Eye and Ear is the largest public provider of ophthalmology and ENT services in Victoria, and delivers more than half of Victoria's public eye surgery and all of Victoria's public cochlear implants. The hospital marked 150 years of providing care to the Victorian community in 2013.

The Eye and Ear has over 50 different outpatient clinics for diagnosis, monitoring and treatment of vision and hearing loss and provides a 24 hour emergency eye and ENT service.

In 2014–15 the Eye and Ear cared for over 250,000 patients, with over 200,000 outpatients, 40,000 emergency patients and 14,000 inpatients.

The hospital provides medical, nursing and allied health training, with all Victorian ophthalmologists trained through the hospital. In collaboration with Universities and research partners, the Eye and Ear undertakes world-leading research.

A major redevelopment is currently underway to create a modern internal structure. The redevelopment will be completed in 2018 and provides an excellent opportunity to continue to build the hospital's capacity to provide safe, effective and efficient patient centred care into the future.

The Strategic Priorities refresh is an addendum to the Strategic Plan 2013–2018. The refresh recognises that many of the targets identified in 2013 have been completed or are near completion; and that updated targets, mindful of the current environment, are required to ensure the organisation progresses towards its mission, vision and strategic intent.

Our strategic focus

In reviewing the organisation's strategic priorities the Eye and Ear has highlighted four key areas essential to the Strategic Plan over the next three years. The five focus areas are highlighted below with a corresponding outcome indicator.

Positive patient experience

The hospital is committed to working in partnership with our patients and their families to continuously improve the experience of our services.

Indicator: Overall quarterly patient satisfaction rating over 90%.

Timely access to specialist clinics

The hospital recognises the importance of timely and accessible care and is committed to the provision of access to clinical services.

Indicator: 90% of new patients will receive an initial clinic appointment within 365 days of first accepted referral.

Redevelopment

The refurbishment of the current internal structure is essential for the delivery of a modern, functionally efficient, fit for purpose and welcoming environment for staff, visitors and patients.

Indicator: The hospital will deliver the redevelopment works within agreed parameters.

Expand our state-wide role in collaboration with stakeholders

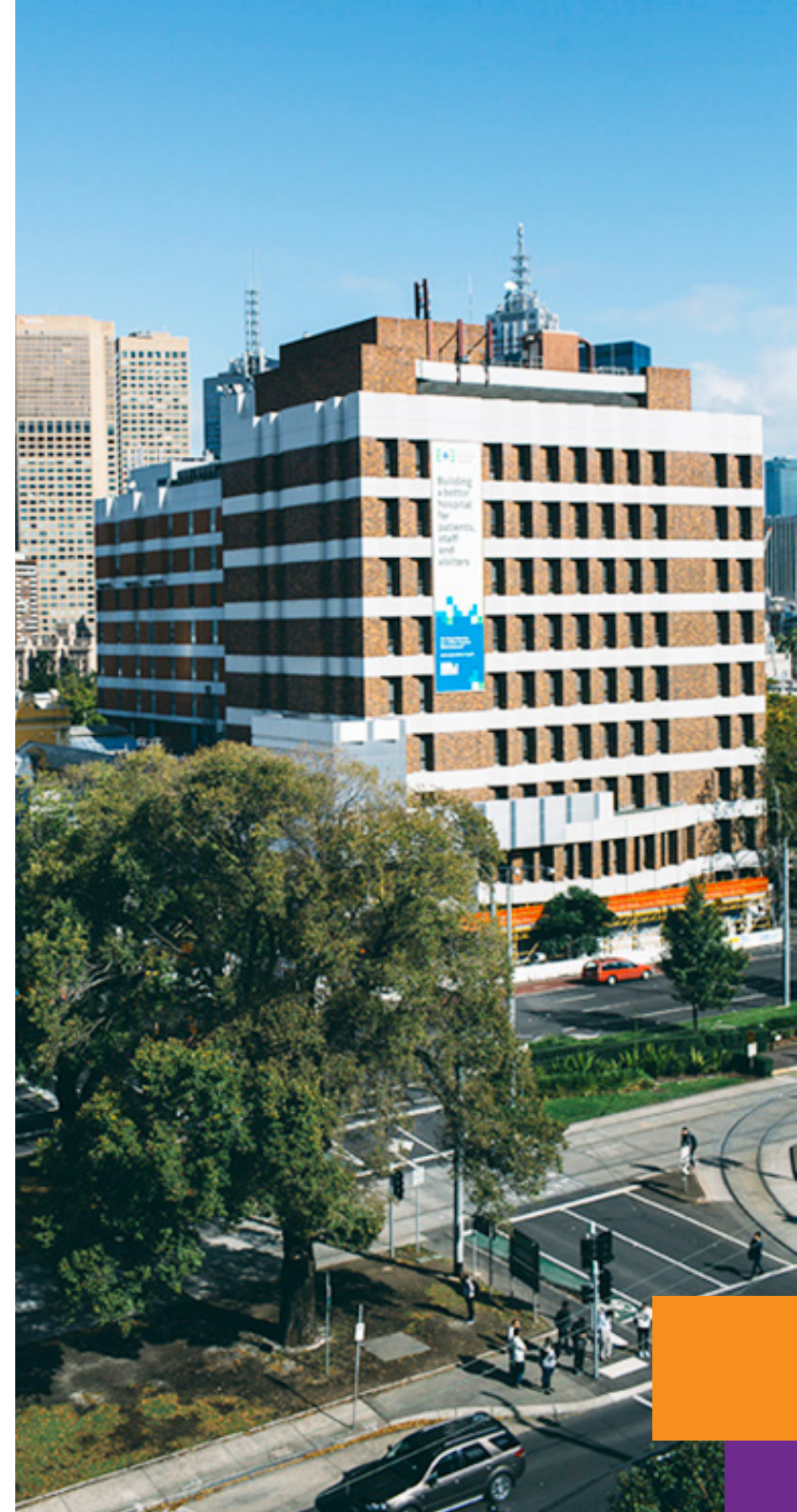
As a specialist tertiary hospital, the Eye and Ear is committed to working in partnership with external service providers to support accessible, high quality care.

Indicator: A minimum of three service level collaborations established with external services.

Closing the gap

The hospital will proactively work to Close the Health Gap for Aboriginal and/or Torres Strait Islander people.

Indicator: The hospital will deliver a 30% increase in cataract surgeries to Aboriginal and/or Torres Strait Islander patients by 2018.

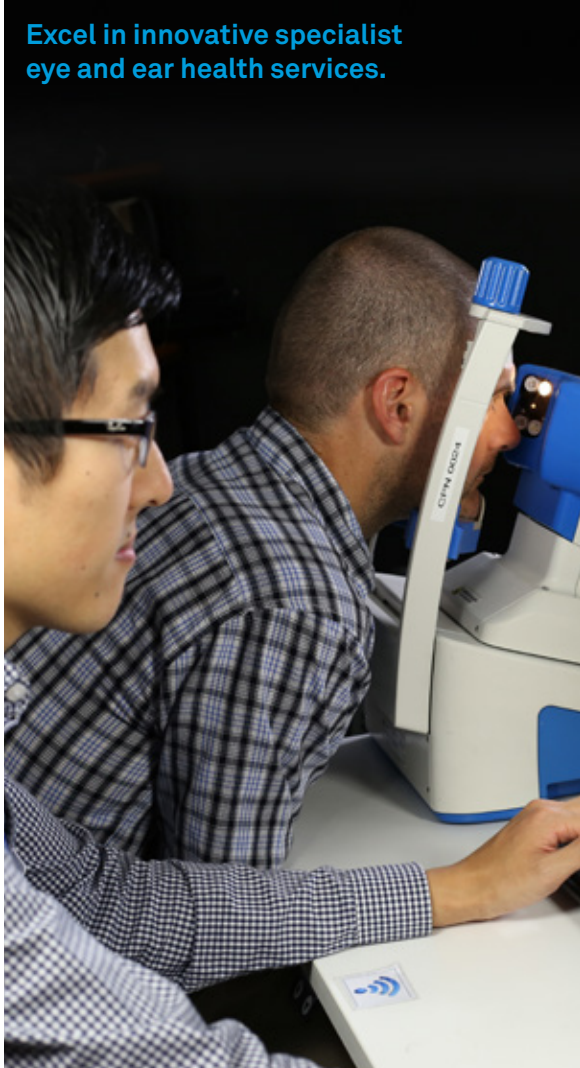


Our strategic priorities




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STRATEGIC PRIORITIES
REFRESH 2016-2018

Strategic Priorities	Our Commitment	Our Actions
 <p>Excel in innovative specialist eye and ear health services.</p>	<p>Define and promote the Eye and Ear's role in state-wide ophthalmology and ear, nose and throat (ENT) services.</p>	<p>Develop and implement a clinical services plan for both ophthalmology and ENT services.</p>
		<p>Define and delineate the balance of specialist and routine care provided by the hospital.</p>
		<p>Benchmark outcome and process measures with national and international services in eye and ear care.</p>
	<p>Encourage innovation and use of health technologies to improve timely access to specialist services.</p>	<p>Implement and ensure sustainability for the eyeConnect telehealth service model.</p>
		<p>Implement the telehealth capacity building framework.</p>
	<p>Ensure the provision of safe, evidence-based care to our patients.</p>	<p>Implement and monitor best practice safety, quality and risk management mechanisms and processes.</p>
		<p>Embed and expand the electronic medical record and integrated clinical systems.</p>
		<p>Implement systems and processes to facilitate timely, efficient and effective audit and reporting of patient outcomes to inform continual clinical improvement.</p>

Our strategic priorities


Strategic Priorities	Our Commitment	Our Actions
<p>Integrate teaching and research with ophthalmology and ENT clinical services.</p> 	Develop and implement innovative teaching models.	Foster a team approach to teaching and training.
		Develop state-of-art education facilities, technology and equipment.
		Integrate training systems, services and processes across the hospital.
	Work with research partners to make translational research a priority.	Diversify and grow research partnership base with other institutions.
		Increase uptake of research findings into clinical practice.
		Share research and clinical expertise nationally and internationally.



Our strategic priorities

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STRATEGIC PRIORITIES
REFRESH 2016-2018


Strategic Priorities	Our Commitment	Our Actions
Lead workforce capability building for eye and ear health services. 	Drive the alignment of our workforce with future service models through the Strategic Workforce Plan.	Support innovation in workforce and team roles across the hospital.
		Identify and support the development of skills, knowledge and competencies required for future models of care.
	Attract and retain a skilled and motivated workforce.	Actively support and engage staff in service change.
		Develop and refine people services systems and processes.
		Build leadership capability through the implementation of the leadership and change capability framework.
	Support a positive workplace culture aligned with our values.	Celebrate achievements of staff, volunteers and teams through recognition and reward.
		Implement the Health and Wellbeing Plan.

Our strategic priorities



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STRATEGIC PRIORITIES
REFRESH 2016-2018

Strategic Priorities	Our Commitment	Our Actions
<p>Partner with our consumers, communities and other organisations to deliver improved eye and ear health.</p> 	<p>Actively and consistently partner with our consumers and community in the development and design of quality health care.</p>	<p>Consistently use our patient experience data, and feedback to inform service improvement and development.</p>
		<p>Implement and evaluate the Partnering with Consumers and Community Plan and Partnering with Consumers framework.</p>
	<p>Proactively seek to develop mutually beneficial partnerships and alliances to support the delivery of safe, effective, accessible and integrated care.</p>	<p>Actively seek to close the health gap for Aboriginal and/or Torres Strait Islander patients.</p>
		<p>Develop relationships with primary care to support care pathways and improve transitions of care.</p>
		<p>Develop collaborative partnerships with metro and regional health services to support timely access to care.</p>

Our strategic priorities

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STRATEGIC PRIORITIES
REFRESH 2016-2018

Strategic Priorities	Our Commitment	Our Actions
 <p>Build a sustainable future.</p>	Develop and implement sustainable models of care which support timely access to patient-centred specialist care.	Implement and monitor entry and discharge criteria to ensure timely access for the most high need patients.
		Develop and implement evidence based, consistent clinical pathways for our most common conditions.
	Deliver a modern, fit for purpose, welcoming environment.	Complete the redevelopment project.
		Implement strategies to enhance the inclusive and welcoming environment of the hospital.
	Optimise the use of resources in an efficient and sustainable way through enhanced decision support.	Continue to expand the Business Intelligence tool to inform decision making.
		Implement hospital efficiency strategies to ensure effective and efficient use of resources.
		Improve clinical costing data to support decision making and optimise case mix.



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