

# Partnering with Consumers and Community Plan 2020–2023

Incorporating the Partnering with Consumers Plan, Aboriginal Health Plan, Diversity Plan and Disability Action Plan



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The Eye and Ear vision

“A world leader  
providing  
exceptional care.”

## Introduction

The Royal Victorian Eye and Ear Hospital (Eye and Ear) has a long and strong commitment to working in partnership with our patients, their carers and families, our organisational partners and our staff to provide high quality, safe and competent care to our community. We strive to continuously improve the care we provide, and services we deliver, through listening to feedback from our community about how we can do things better, and by implementing new systems and processes and evaluating their effectiveness.

Our Partnering with Consumers and Community Plan 2020-2023 provides a framework for actions that support the Eye and Ear's commitment and progress towards working in partnership with our consumers, whether they are patients, carers, family or community members. Consumers are actively and collaboratively engaged in planning and decision making at all levels, from the bedside to the boardroom. There is strong evidence that consumer involvement is a significant determining factor in achieving better health outcomes for patients. By involving consumers at all levels, together we can achieve the Eye and Ear vision of providing exceptional care.

*Please note: the word Aboriginal will be used throughout this document when discussing Aboriginal and Torres Strait Islander peoples.*

# The components of the plan

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The Eye and Ear recognises that enabling equitable and inclusive access to health care and treatment for communities most at risk of poor health outcomes is essential. We also recognise that our consumers and community provide us with feedback which is key to ensuring we better understand the positive and challenging experiences our patients face, and assists us to identify opportunities to improve the services we provide.

Consumers assist us to keep improving in multiple ways, from participating on committees where high level decisions are made about planning our systems and processes, to being engaged in shared decision making at the point of care. Each interaction is valuable and enables us to ensure we are meeting the changing needs of our community.

The Partnering with Consumers and Community Plan 2020-2023 aligns with our Strategic Plan 2019-2021. A diagram representing the Eye and Ear planning framework is at the end of this document. The Partnering with Consumers and Community Plan 2020-2023 encompasses four key plans:

- **The Partnering with Consumers Plan**
- **The Aboriginal Health Plan**
- **The Diversity Plan**
- **The Disability Action Plan**



The Partnering with Consumers Plan is the central plan which includes actions that impact on all of our consumers. These four plans are presented separately in this document with clear actions for each. They demonstrate our commitment to improving the patient and carer experience at every interaction.



# Designing our Partnering with Consumers and Community Plan 2020-2023

The actions in this plan have been informed through many mechanisms including wide consumer and external stakeholder consultation, reviewing consumer feedback themes, and consultation with our volunteers and staff. The design and development of the plan has been championed by our Community Advisory Committee and supported by the Executive, the Board and the Partnering with Consumers Committee.

The Australian Commission on Safety and Quality in Health Care National Standards second edition provides the foundation on which the Partnering with Consumers and Community Plan 2020-2023 is built. National Standard 1: Clinical Governance, and National Standard 2: Partnering with Consumers, are the overarching governance standards that set the direction for health services to work with the community to improve the consumer experience. The actions in this plan are aligned to the key criteria from National Standards 1 and 2.

National Standard (NS)	Actions	Item
NS 1: Clinical Governance 	1.11 and 1.12	Incident management systems and open disclosure
	1.13 and 1.14	Feedback and complaints management
	1.15	Diversity and high-risk groups
NS 2: Partnering with Consumers 	2.1 and 2.2	Clinical governance and quality improvement systems to support partnering with consumers
	2.3, 2.4, 2.5, 2.6, and 2.7	Partnering with consumers in their own care
	2.8, 2.9, and 2.10	Health Literacy
	2.11, 2.12, 2.13, and 2.14	Partnering with consumers in organisational design and governance

# Implementation, oversight and reporting

Progress against the actions in the Eye and Ear’s Partnering with Consumers and Community Plan 2020-23 will be reported to and overseen by the Board through the Community Advisory Committee (CAC) Chair. The CAC has strategic oversight of progress against the actions and the Partnering with Consumers Committee (PwC) has operational responsibility for the implementation of the actions. The Executive Committee monitors the progress against the actions.

Consumers are active members of the CAC and PwC. The CAC is chaired by a Board Director and the membership consists of seven consumer representatives, as well as members of the Board, the Executive and the Patient Experience Team. The PwC is chaired by an executive sponsor, has two consumer representative members, and a broad representation of senior managers from across the hospital.

Implementation of the actions will be the responsibility of all departments and services across the Eye and Ear to ensure a whole of health service response.

Reporting on the progress against the actions of the plan will be provided to the Board, Executive Committee, CAC, and PwC bi-annually. The community will be updated on achievements from the plan annually in the Quality Account publication.



## Our Values

**Integrity** - We act ethically, accept personal accountability, communicate openly and honestly and treat everyone with trust and respect

**Care** - We treat patients with respect, are compassionate, thoughtful and responsive to their needs and sensitive to diversity

**Teamwork** - We communicate openly, respect diversity of views and skills and work effectively with partners and in multi-disciplinary teams to deliver the best outcomes for patients

**Excellence** - We give our personal best at all times, deliver exemplary customer service, monitor performance and seek leading edge ways to improve it

# Section 1 - Partnering with Consumers Plan 2020-2023



The Eye and Ear works collaboratively with members of our community to ensure that the experience of our patients, carers and consumers meets their expectations. We have a strong culture of patient safety and providing high quality care. Our Partnering with Consumers Plan 2020-2023 is guided by the Department of Health and Human Services (DHHS) Safer Care Victoria's **Partnering in healthcare: A framework for better care and outcomes (2019)** document. This framework focuses on five domains for healthcare improvement:

Figure 1: Five domains of *Partnering in healthcare*



Each domain encompasses the key elements for achieving these outcomes:

Partnering in healthcare domains	Key elements to successful achievement
Personalised and holistic	<ul style="list-style-type: none"><li>• Individualised and connected care</li><li>• Compassion and respect</li></ul>
Working together	<ul style="list-style-type: none"><li>• Care is co-designed with patients, families and clinicians</li><li>• Coordination and continuity of care</li></ul>
Shared decision making	<ul style="list-style-type: none"><li>• Use of decision aids, decision support coaching</li><li>• Increase use of patient reported outcome measures (PROMS), patient reported experience measures (PREMS)</li></ul>
Equity and inclusion	<ul style="list-style-type: none"><li>• Patient reported language services provisions</li><li>• Cultural safety</li><li>• Diversity of consumer participation</li></ul>
Effective communication	<ul style="list-style-type: none"><li>• Respectful communication</li><li>• Health literacy</li><li>• Ask Me 3</li><li>• Teach Back</li></ul>



The Partnering in Healthcare Framework (2019) also describes three levels of healthcare where consumers should be meaningfully engaged. These are at the direct care level, the health service level, and the system level. At the Eye and Ear, consumers are engaged at the direct care and health service level and work with staff to plan and make decisions that impact the patient experience.

The Australian Commission on Safety and Quality in Health Care, National Standard 2: Partnering with Consumers, states that organisations should engage consumers at both the organisational level where they should be partners in planning, design, delivery, measurement and evaluation of systems and services, and at the point of care level where patients should partner in their own care and treatment decision making. The actions in National Standard 2 are aligned with four key criteria:

- **Clinical governance and quality improvement systems**
- **Partnering with patients in their own care**
- **Health literacy**
- **Organisational design and governance**

The Partnering in Healthcare Framework (2019) is the statewide guide that details how health services should embed the actions in National Standard 2 into business as usual. These two documents are interconnected and closely aligned. Whilst the Partnering in Healthcare Framework (2019) has guided the development of this plan, we have made the decision to align the actions in our Partnering with Consumers Plan 2020–2023 with the four key criteria from National Standard 2.

## Legislative policies and guidance

The Partnering with Consumers and Community Plan 2020-2023 is informed by principles contained in the following legislation focused on addressing and preventing discrimination and improving access to services:

- *Disability Services Act 2006*
- *The Australian Charter of Healthcare Rights 2008*
- *Victorian Charter of Human Rights and Responsibilities Act 2006*
- *Equal Opportunity Act 2010*
- *Multicultural Victoria Act 2011*
- *Mental Health Act 2014*
- *Racial and Religious Tolerance Act 2001*
- *United Nations Convention on the Rights of Persons with Disabilities (CRPD)*

Other legislation relevant to each individual plan is cited under that section.



The actions for the Partnering with Consumers Plan 2020-2023 are:

## Criteria 1: Clinical governance and quality improvement systems

No.	Goal	No.	Action	Timeframe	Outcome
1.	Our patients have access to timely care	1.1	Investigate opportunities and implement strategies to improve ED waiting times, especially after hours and on weekends	2021	Access targets are met 100% of the time
		1.2	Investigate opportunities and implement strategies to improve Specialist Clinics waiting times	2022	
		1.3	Investigate opportunities to improve timely access to care for new patients to be seen upon receipt of their referral to Specialist Clinics	2023	
		1.4	Investigate opportunities, and implement strategies, to improve surgical waiting times for public patients	2023	
2.	Communication with our patients is strengthened	2.1	Develop accessible patient information to support patients to better understand why they are waiting in ED	2020	Decrease in number of complaints from patients about waiting times
		2.2	Inform patients about estimated waiting times in Specialist Clinics	2021	
		2.3	Identify opportunities to support improved communication between staff and patients in ED and Specialist Clinics waiting areas	2020	
3.	Our consumers partner with us to improve our systems and processes	3.1	Identify opportunities to work with consumer representatives in new and different roles	2023	Increased number of consumer representative role opportunities
4.	Information about the patient/carer experience informs improvements and reporting of these	4.1	Develop a structured approach to gathering and processing patient and carer stories	2020	A patient story is told at the beginning of all governance committee meetings
		4.2	Build a patient stories library on the intranet and establish a process for patient storytelling at meetings	2020	
		4.3	Expand the use of "You Said, We Did" to report on improvements based on feedback	2020	Increased number of You Said We Did posters displayed publicly

No.	Goal	No.	Action	Timeframe	Outcome
5.	Partnering with Consumers governance processes continue to be strengthened	5.1	Develop the new Partnering with Consumers Framework and the Patient Centred Care Principles to align with current evidence based literature	2020	Partnering with Consumers Framework implemented
		5.2	Review and improve the process for governance and reporting on patient factsheets	2020	Patient factsheets are available in Sharepoint and data is reported on at relevant meetings
		5.3	Review and expand the content within the Patient Centred Care e-learning package	2020	New Patient Centred Care e-learning package implemented and completion rates monitored and reported on

## Criteria 2: Partnering with patients in their own care

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No.	Goal	No.	Action	Timeframe	Outcome
6.	The discharge process is strengthened	6.1	Improve the timeliness and efficiency of the discharge process including improving communication with patients and carers	2023	Every patient has a discharge plan in place which is communicated with them and their referrer
		6.2	Improve the quality and quantity of discharge correspondence sent to primary care providers and referrers	2023	
7.	Patients, carers and clinicians actively participate in shared decision making	7.1	Develop and implement a process for collaborative care planning between clinicians and patients and their carers, if required, with the patient's consent	2020	Every patient has a care plan in place which includes their goals of care
		7.2	Develop and implement a process to support the development of goals of care with consumers	2020	
		7.3	Patient factsheets are reviewed by patients and carers with context for readability and clarity of information provided	2020	All factsheets have been developed or reviewed with consumer input and suggestions have been included where possible and documented
8.	Our volunteers support our staff and consumers to have a positive experience	8.1	Explore new volunteer roles and opportunities	2021	Increased number of volunteer role opportunities
		8.2	Expand and improve the process where volunteers support patients and carers whilst they are waiting for their consultation or surgery	2021	
9.	Systems are in place to support patients to raise concerns	9.1	Educate staff and volunteers to identify potential signs of family violence and to escalate support for the patient if required	2020	Support is available for those who need it



## Criteria 3: Health literacy

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No.	Goal	No.	Action	Timeframe	Outcome
10.	Information is provided to patients and carers in a way they can understand	10.1	Develop patient information using different teaching and learning strategies and in accessible format	2022	Decreased number of complaints from patients about poor communication/ confusion about their plan of care
		10.2	Develop a video which instructs patients on the correct technique for administering eye drops	2020	
		10.3	Implement measures to assist vision impaired patients to take their medicines correctly	2020	
11.	Systems and processes are in place to support improved communication between staff and consumers	11.1	Embed systems and processes to support and improve communication between clinicians and patients/carers	2023	Decreased number of patient complaints about poor communication or confusion about their plan of care
		11.2	Develop and implement standardised Clinical Practice Guidelines	2023	
		11.3	Engage consumers with a lived experience to provide training to staff and volunteers	2021	
12.	Our patients are aware of their healthcare rights	12.1	Educate staff to provide patient rights and responsibilities information in accessible formats to those patients most at risk of not understanding their rights	2020	Number of staff completing the Patient Centred Care e-learning package
		12.2	Undertake an annual patient survey to determine whether patients understand their rights and have had access to accessible information about this	2020	Data from this survey is reported to the relevant committees and improvements are made in response to the results as required

No.	Goal	No.	Action	Timeframe	Outcome
13.	The quality of referrals to our organisation is improved	13.1	Continue to run the GP education events	2020	Three GP education events held each year – attendance numbers and feedback monitored and used to inform future improvements
		13.2	Continue to provide information to GPs and referrers through regular newsletters	2020	GP feedback and relevant Eye and Ear initiatives informs future newsletter content

## Criteria 4: Organisational design and governance

No.	Goal	No.	Action	Timeframe	Outcome
14.	Our physical environment supports a positive patient experience	14.1	Improve seating arrangements in the ED waiting room	2020	Consumer feedback received to inform seating arrangement changes
		14.2	Improve seating arrangements in the Specialist Clinics waiting rooms	2022	
		14.3	Establish a reflection space and a breast feeding/parents room at the main campus	2020	Space established
		14.4	Consult with consumers to inform works associated with the redevelopment, including undertaking walk arounds with consumers	2022	Improvements made in response to consumer feedback
		14.5	Improve signage and wayfinding between the two campuses	2020	Decreased number of patients arriving at the wrong campus

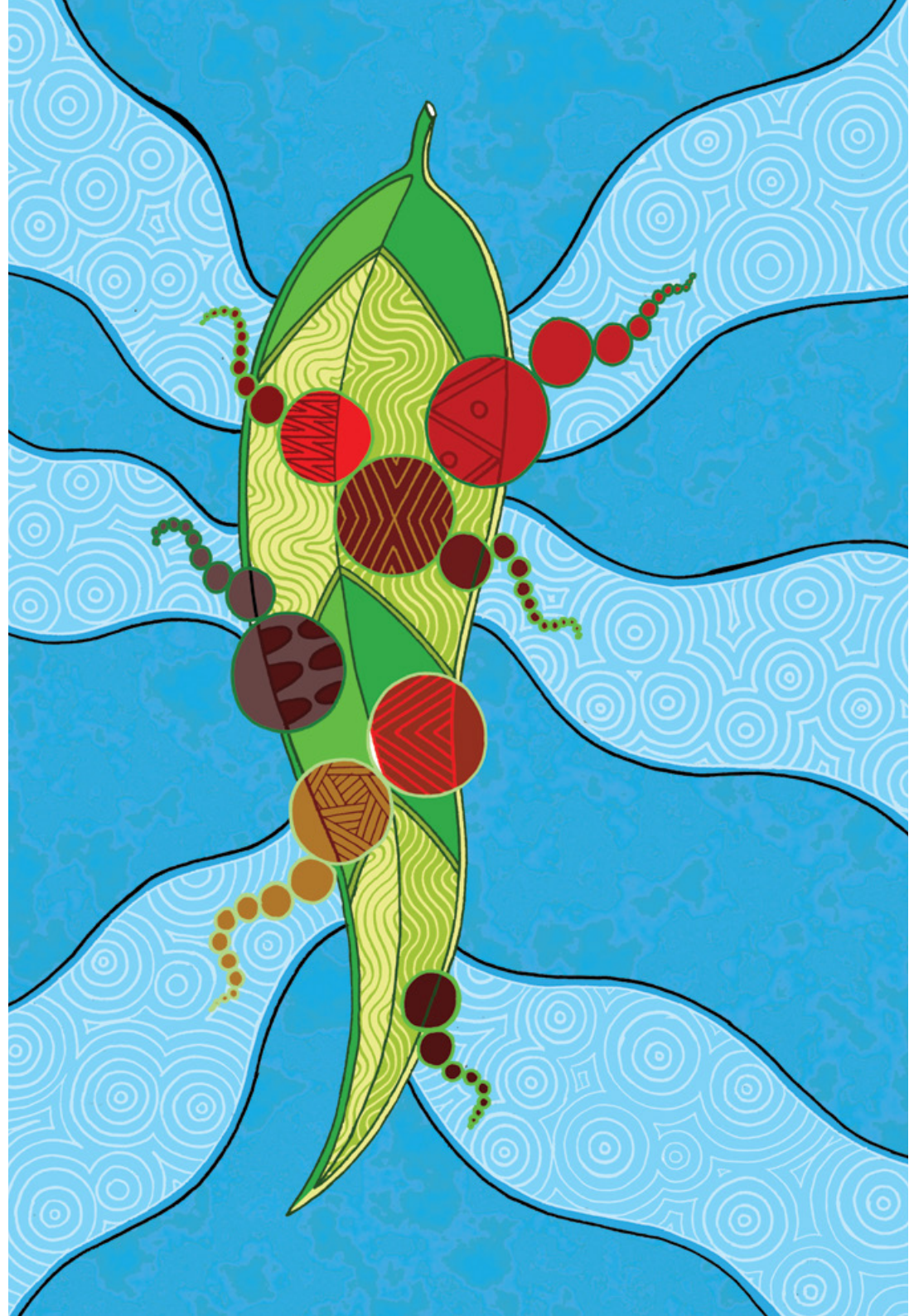
## Section 2 – Aboriginal Health Plan 2020-2023





**The Eye and Ear  
acknowledges the  
Traditional Owners of  
this land and we pay our  
respects to their Elders,  
past and present.**

Image: Boon-marrit-tak gooreen Biik, Boon-marrit-tak gooreen gulinj [Healthy Country, Healthy People] by proud Wurundjeri-willam (Wurundjeri-baluk patriline) artist, Mandy Nicholson.








The Eye and Ear is committed to providing a culturally safe, welcoming and supportive environment for our Aboriginal and Torres Strait Islander patients, families, consumers and staff which is free from discrimination and racism. We work closely with our community partners to participate in activities to Close the Gap for eye and ear, nose and throat (ENT) healthcare. The Aboriginal Health Plan 2020-2023 is guided by the Victorian Department of Health and Human Services (DHHS) Improving Care for Aboriginal and Torres Strait Islander Patients (ICAP): Continuous Quality Improvement Tool strategy's four key result areas. These are:

- **Engagement and partnerships** - Health services establish and maintain partnerships, and continue to engage and collaborate with Aboriginal organisations, Elders and Aboriginal communities.
- **Organisational development** - Health services have an organisational culture that acknowledges, respects and is responsive to Aboriginality; can deliver culturally responsive healthcare; and includes culturally responsive planning, monitoring and evaluation for the organisation.
- **Workforce development** - Workforce training, development and support is provided and appropriately targeted to Aboriginal and non-Aboriginal staff at all levels of the organisation. This includes strategies to support staff retention, professional development, on-the job support and mentoring, cultural respect and supervisor training.
- **Systems of care** - Culturally competent healthcare and a holistic approach to health are provided to Aboriginal patients with regard for the place of family. Culturally responsive healthcare supports access, assessment, care planning, patient support, discharge planning, referral, monitoring and recall processes.

The Aboriginal Health Plan 2020-2023 is also supported by the Victorian Aboriginal Affairs Framework 2018-2023 (VAAF) and the Victorian Department of Health and Human Services (DHHS) Korin Korin Balit-Djak: Aboriginal health, wellbeing and safety strategic plan 2017-2027. Both the VAAF and the Korin Korin Balit Djak strategic plan set a clear direction for how the Victorian government will progress change, address inequity and deliver stronger outcomes for and with Aboriginal Victorians. Both documents look at the social determinants of health and wellbeing and address the actions required to Close the Gap.

The second edition of the Australian Commission on Safety and Quality in Health Care (ACSQHC) National Standards requires health service organisations to address six action items which are specific to Closing the Gap for Aboriginal and Torres Strait Islander peoples. These are:

National Standard (NS)	Actions	Item
NS 2: Partnering with Consumers 	2.13	Working in partnership with communities to meet their healthcare needs
NS 1: Clinical Governance 	1.2	Safety and quality priorities address specific needs
	1.4	Implementation and monitoring of strategies to meet safety and quality priorities
	1.21	Strategies to improve cultural awareness and cultural competency of the workforce
	1.33	Demonstration of a welcoming environment
NS 5: Comprehensive Care 	5.8	Processes in place to routinely "Ask the Question" and to record this information appropriately

The Eye and Ear works closely with our Aboriginal and Torres Strait Islander patients and their carers, and with our community partners, to achieve these standards to ensure we meet their expectations of high quality, equitable care. The actions in our Aboriginal Health Plan 2020-2023 are aligned with the four key result areas from the ICAP Tool.

The actions for the Aboriginal Health Plan 2020-2023 are the actions in the Partnering with Consumers Plan 2020-2023 (Section 1) as well as the following specific actions:

## Key Result Area 1: Engagement and partnerships

No.	Goal	No.	Action	Timeframe	Outcome
1.	Access to care is improved for our Aboriginal patients	1.1	Work in partnership with the Victorian Aboriginal Health Service (VAHS), Rural Workforce Agency Victoria (RWAV) and the Australia College of Optometrists (ACO) to expand the Ophthalmology Outreach Clinic at VAHS	2020	Increased number of patients cared for at the VAHS outreach clinics
		1.2	Build on existing relationships with key community connections to enhance health programs and staff development opportunities	2022	
2.	Our understanding of the needs of our Aboriginal community is improved	2.1	Undertake a demographic analysis of the Aboriginal communities we service to better understand where our patients reside/are referred from	2020	Analysis completed and reported on at relevant committee meetings
		2.2	Survey Aboriginal patients accessing care to see how we can improve support and services	2020	Survey feedback is used to improve services and these improvements are reported back to the community



## Key Result Area 2: Organisational development

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No.	Goal	No.	Action	Timeframe	Outcome
3.	We provide a culturally safe place for our Aboriginal community	3.1	Work in partnership with Aboriginal community health providers to optimise assessment and care of Aboriginal patients in a culturally sensitive manner	2020	Number of patients who provide positive feedback about their experience of care
		3.2	Expand Acknowledgement of Country to be said at the beginning of all Executive, Board and Governance level meetings and for this to be documented on agendas and minutes	2020	Number of committee agendas and minutes with documented evidence that an Acknowledgement of Country is said
		3.3	Review and update our Aboriginal Employment Plan	2020	New Aboriginal Employment Plan implemented
		3.4	Increase the number of Aboriginal and Torres Strait Islander employees	2023	Increased number of Aboriginal employees
		3.5	Investigate opportunities to establish an Aboriginal Cadetship program	2023	Cadetship program commenced

## Key Result Area 3: Workforce development

No.	Goal	No.	Action	Timeframe	Outcome
4.	Our staff are educated about Cultural Awareness and Safety	4.1	Evaluate and refresh the 'Ask the Question' orientation e-learning package to promote the program and educate staff on the importance of asking the question	2021	'Ask the Question' e-learning package updated and staff completion rates measured and reported on
		4.2	Undertake a six monthly audit of accuracy of "Asking the Question" and documenting this in the patients' medical record	2020	Six monthly audit undertaken and results reported at relevant meetings
		4.3	Implement a Cultural Awareness e-learning package for staff, evaluate staff completion rates six monthly and report on this	2020	Package implemented and staff completion rates monitored and reported on at relevant meetings

## Key Result Area 4: Systems of care

No.	Goal	No.	Action	Timeframe	Outcome
5.	Our patients are supported to receive their care and treatment	5.1	Increase visibility of the AHLO role so that both staff and patients are aware of the services and support available	2020	Number of compliments from Aboriginal patients and their carers that suggests that patients feel supported to receive their care at the Eye and Ear
		5.2	Continue to provide a pre-appointment phone call or text to Aboriginal patients to encourage their attendance and to offer support	2020	



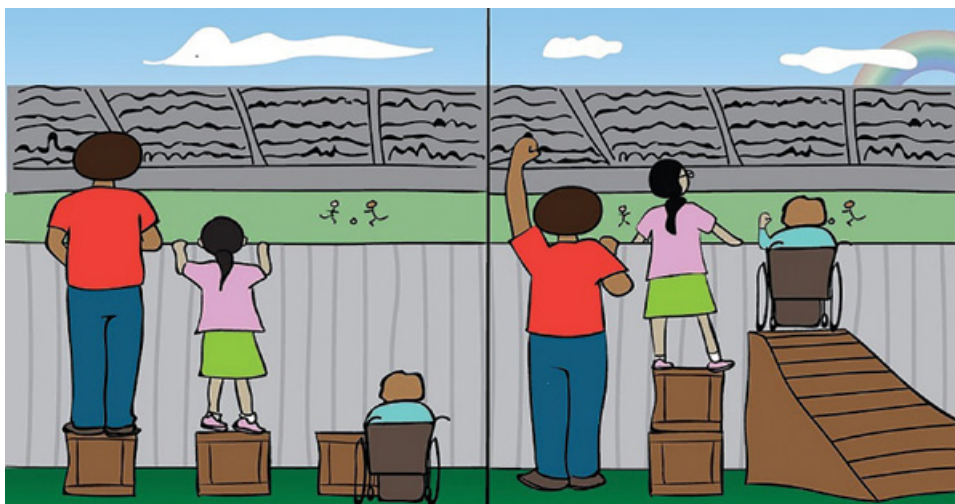
## Section 3 – Diversity Plan 2020-2023



The Eye and Ear is committed to providing an inclusive and respectful environment, free from discrimination, for our diverse community which includes our consumers, volunteers and staff. The Diversity Plan 2020–2023 supports and promotes equity and inclusiveness for all members of our diverse community, including: culturally and religiously diverse people; people who identify as Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI); linguistically diverse people; and people who identify as gender diverse. We treat all people as individuals and provide them with equitable care and treatment that meets their needs.

The following diagram demonstrates the difference between equality (on the left) and equity (on the right). It shows that we shouldn't treat everyone the same, rather we should treat people as individuals who have different needs requiring different strategies to achieve the same outcome.

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The Diversity Plan 2020–2023 is guided by two Victorian Department of Health and Human Services (DHHS) strategies and plans. The DHHS [Rainbow e-Quality Guide 2018](#) encompasses three overarching inclusive practice principles:

- **Affirmation** – affirm the dignity and value of LGBTI people's sexual orientation, gender identity and intersex status
- **Freedom from discrimination** – ensure LGBTI people live their lives free from discrimination
- **Access and equity** – provide LGBTI-inclusive services

The DHHS [Delivering for Diversity – Cultural Diversity Plan 2016–2019](#) has four outcome areas which are:

- Equitable and responsive services and programs
- A culturally responsive workforce
- Partnerships with diverse communities
- Effective and evidence-based approaches

The actions in our Diversity Plan 2020–2023 are aligned with these four outcome areas.

The actions for the Diversity Plan 2020-2023 are the actions in the Partnering with Consumers Plan 2020-2023 (Section 1) as well as the following specific actions:

## Outcome 1: Equitable and responsive services and programs

No.	Goal	No.	Action	Timeframe	Outcome
1.	Inclusive and respectful care and treatment is provided to our patients	1.1	Provide opportunities for family members/carers of non-English speaking patients to work with staff to support their care	2023	Decreased complaints from non-English speaking patients regarding treatment
		1.2	Review the Language Lines and expand the information to include ENT conditions	2021	Language Lines include information about ENT conditions
		1.3	Improve visibility of LGBTI inclusivity at our organisation	2022	Rainbow flag symbol is visible in public spaces and on staff email banners

## Outcome 2: A culturally responsive workforce

No.	Goal	No.	Action	Timeframe	Outcome
2.	Inclusivity is demonstrated throughout our organisation	2.1	Review food menus to ensure they meet multicultural and religious requirements	2022	Multicultural and religious food choices are available on the patient menus
		2.2	Celebrate diversity amongst our staff, volunteers and consumers at key times throughout the year	2023	Stories about celebrations published in the CEO newsletter
		2.3	Review our policies and procedures to ensure they promote inclusivity and non-discriminatory practices towards our consumers, volunteers and staff	2020	All relevant policies and procedures demonstrate our commitment to inclusivity and non-discriminatory practices
3.	Our staff are trained to provide respectful and inclusive care and treatment	3.1	Implement staff and volunteer training to better support our diverse communities	2023	Staff and volunteer training sessions organised and attendance rates monitored and reported on

## Outcome 3: Partnerships with diverse communities

No.	Goal	No.	Action	Timeframe	Outcome
4.	We understand the needs of our diverse community	4.1	Gather feedback from non-English speaking patients/carers through the support of interpreters when required	2022	Feedback collected from non-English speaking patients/carers has led to improvements and these are documented and publicised
		4.2	Expand the diversity of our consumer representative cohort to better represent our diverse patient cohort	2023	The diversity amongst our consumer representative group is reflective of our diverse community
		4.3	Investigate scheduling some after-hours committee meetings/forums to enable wider diversity amongst our consumer representative group	2023	At least one relevant meeting/forum each year is conducted after-hours

## Outcome 4: Effective and evidence-based approaches

No.	Goal	No.	Action	Timeframe	Outcome
5.	We respect and support our patients religious and cultural needs	5.1	Provide a respectful space for patients and visitors to observe their cultural and religious practices	2022	The new building has a dedicated reflection space
		5.2	Continue to improve the way interpreter services are utilised to ensure that patients who require an interpreter receive one at the right time and place	2023	Interpreter services data is presented to the Executive and improvements are made as required



## Section 4 – Disability Action Plan 2020-2023



The Eye and Ear is committed to providing a safe, welcoming, and inclusive environment for all people with disability. This includes disability confident staff and volunteers, inclusive communication processes, and a physical environment that caters to diverse needs. This Disability Action Plan 2020–2023 supports and promotes equity and inclusiveness for all of our consumers, volunteers and staff with a disability.

We recognise the way we communicate, whether online, on paper or in person must be accessible and understandable. Our documentation is produced in accessible format to enable our consumer representatives with a disability to participate fully when engaging with our staff, and so our volunteers and staff with a disability can perform their role. We seek feedback to ensure this is being achieved.

Our environment aims to enable people living with a disability to participate on an equal basis at all times during their engagement with the Eye and Ear. In the redevelopment, our facilities will be accessible, and easier to navigate for all. Consumers with lived experience help us to make decisions about future planning.

We will expand upon our strategies to increase the number of people with a disability employed at the hospital. And, for our staff and volunteers with a disability, we will ensure they have the support and equipment they need to work effectively and efficiently.

This plan is guided by the Victorian Department of Health and Human Services (DHHS) [Disability Action Plan 2018-2020](#) whose vision is for all Victorians to be safe, healthy and able to lead a life they value. This plan is aligned with the Victorian [Absolutely Everyone: State Disability Plan 2017-2020](#) which has four pillars as detailed below. The DHHS outcomes framework domains are aligned with each pillar:

- **Inclusive communities** – Victorians are connected to culture and the community
- **Health, housing and wellbeing** - Victorians are healthy and well
- **Fairness and safety** - Victorians are safe and secure
- **Contributing lives** - Victorians have the capabilities to participate

The titles of the four pillars have been adapted in the table below to fit with our healthcare environment without losing the meaning behind each pillar.





The actions for the Disability Action Plan 2020-2023 are the actions in the Partnering with Consumers Plan 2020-2023 (Section 1) as well as the following specific actions:

## Pillar 1: Inclusiveness

No.	Goal	No.	Action	Timeframe	Outcome
1.	Our publications and website are accessible for patients with a disability	1.1	Ensure all of our publications are written in plain English and produced in an accessible format	2023	Feedback from our consumers informs improvements to the accessibility and readability of our publications and website
		1.2	Ensure our website continues to meet accessibility guidelines	2023	

## Pillar 2: Healthcare

No.	Goal	No.	Action	Timeframe	Outcome
2.	Our patients with a disability are provided with best practice care and treatment	2.1	Ensure that our patient information is developed using evidence based best practice guidance and provided in a variety of formats and is accessible	2023	Consumers review all of our internally developed patient information and improvements are made as required
		2.2	Educate staff and volunteers to provide disability confident, competent care	2023	Staff and volunteers attend training to improve their skills and knowledge and attendances rates are monitored
		2.3	Strengthen referral processes to disability support services for patients who are newly diagnosed with a disability	2023	Newly diagnosed patients with a disability are referred to disability support services as required

## Pillar 3: Fairness and safety

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No.	Goal	No.	Action	Timeframe	Outcome
3.	Our patients with a disability receive safe and equitable care and services	3.1	Improve staff and volunteer disability care competence to support caring for older frail patients with a disability, including the extra assistance they might need	2023	Staff caring for older frail patients are trained to provide the extra care required to meet these patients needs
		3.2	Educate staff and volunteers to communicate effectively with patients with vision and hearing impairments	2023	Decreased number of complaints from vision and hearing impaired patients about communication issues
		3.3	Promote systems for patients with a disability to provide feedback about their experience	2021	Our feedback systems enable all patients to provide feedback



## Pillar 4: Enabling participation and independence

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PARTNERING WITH CONSUMERS AND  
COMMUNITY PLAN 2020 – 2023

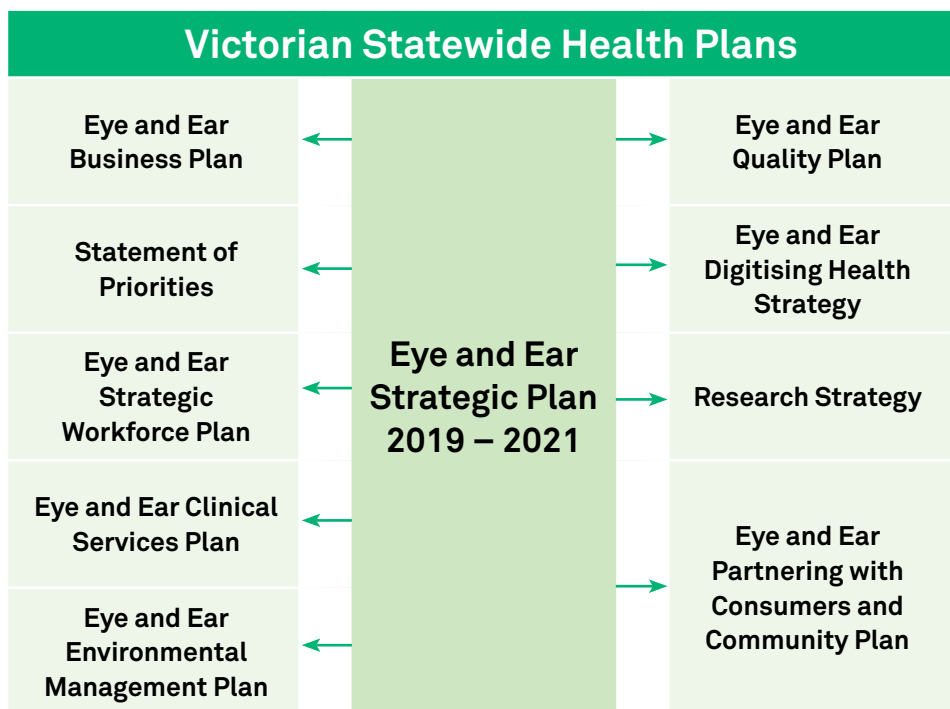
No.	Goal	No.	Action	Timeframe	Outcome
4.	Our environment enables patients, consumers, volunteers and staff with a disability to easily access the services they require	4.1	Improve the availability of disabled car parking	2022	Increased access to, and availability of, disabled car parking
		4.2	Improve access to Auslan interpreters	2023	Patients who require Auslan interpreting have access to this service
		4.3	Ensure all locational signage is visible and correct, and includes the use of standardised symbols when appropriate	2023	Signage updates are made when required in response to consumer feedback and location changes
		4.4	Provide a welcoming and safe environment for people with a disability, especially patients with vision and hearing loss/ impairments	2023	Audits demonstrate that our environment is safe and accessible
5.	Our staff and volunteers with a disability are enabled to perform their role	5.1	Ensure staff and volunteers with a disability are provided with the supports and equipment they need to be able to perform their role	2020	All staff and volunteers have the support they require to perform their role
6.	We proactively seek people with a disability to be employed here	6.1	Increase the number of people with a disability employed at the Eye and Ear	2023	Employment opportunities are created which are inclusive and support employment for people with a disability
		6.2	Engage with disability employment specialists to assist the organisation to employ people with a disability	2020	
		6.3	All employment material will be made available in an accessible format when required	2021	



# Eye and Ear planning framework

Our Partnering with Consumers and Community Plan 2020-2023 supports our Strategic Plan 2019-2021. The Strategic Plan 2019-2021 is informed by the Victorian State Health Plans ie: Health 2040: Advancing Health, Access and Care; and Targeting Zero Avoidable Harm.

The Eye and Ear planning framework is outlined in the diagram below.



\* Image on page 21 adapted from Interaction Institute for Social Change original concept by Craig Froehle and sourced at [www.cltoronto.ca](http://www.cltoronto.ca)





## The Royal Victorian Eye and Ear Hospital

### Main Hospital

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### Eye and Ear on the Park

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