



**The Royal Victorian
Eye & Ear Hospital**
caring in every sense



Strategic Plan 2010–2013

The background is a solid teal color. In the upper half, there are several white, wavy, horizontal lines that sweep across the page from left to right, creating a sense of movement and depth.

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Chair of the Board and Chief Executive Officer message

It is our pleasure to present you with the **Royal Victorian Eye and Ear Hospital Strategic Plan 2010–2013** detailing our strategic direction.

It has been **carefully developed** by the Royal Victorian Eye and Ear Hospital Board, Executive and staff in consultation with key stakeholders and partners.

The Strategic Plan (the plan) reflects the organisation's position as Australia's leading provider of eye and ear, nose and throat (ENT) health care.

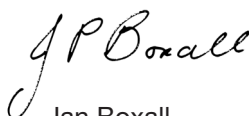
It outlines the strategic priorities that will support the Eye and Ear to realise its vision through the identification of our strengths and service gaps, and provide the framework to guide financial, operational and clinical decision-making across the organisation to ensure our planning processes are integrated with Federal and State health policy initiatives.

The Eye and Ear promotes innovation and is a leader in the most advanced treatments for vision and hearing loss including the next generation Bionic Ear and the ongoing development of the Bionic Eye.

The hospital has undertaken extensive work to reshape its future in order to better respond to the needs of Victorians. With an emphasis on early intervention and 'right care, right setting', the Eye and Ear is increasing access to its services in the community through the growth of its telemedicine service to a number of regional areas within Victoria, along with the provision of Eye and Ear spoke satellite health service networks located in outer metropolitan Melbourne.

By sharing our knowledge and expertise throughout the community, the Eye and Ear will make world-quality eye and ENT care available to all.

As Chair of the Board and CEO, we are committed to achieving our vision of improving quality of life through caring for the senses by continuing to excel in delivering patient-centred models of care, providing world-class clinical leadership and ensuring that we achieve our key performance measures against each strategic priority.



Jan Boxall
Chair, Board of
Directors



Ann Clark
Chief Executive Officer

Eye and Ear vision, mission and values

The creation of our vision, mission and values define our organisation's direction.

These statements underpin everything we do in the hospital to ensure we provide the best eye and ear health care for those who need it.

The Eye and Ear is one of 20 major international stand-alone specialist hospitals in both Ophthalmology (eye) and Otolaryngology (ear, nose and throat) health care.

The Eye and Ear is recognised both within Australia and internationally as a leader in clinical service delivery, teaching and research.

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.
- Enabling a highly engaged workforce.
- Promoting health in our community.
- Building a sustainable future.

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 multidisciplinary teams to deliver 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.

The Eye and Ear Role: Victoria wide, Australia wide, world wide

The Eye and Ear is located in the local government area of Melbourne.

It is a **specialist hospital** providing **tertiary, emergency, secondary and primary eye and ENT services** to patients from metropolitan, regional and rural Victoria with involvement across health care services both interstate and overseas.

The hospital operates from a central ‘hub’ in East Melbourne and provides a network of specialist satellite eye and ENT services in external outpatient and community settings.

Telemedicine facilities are also provided to Hamilton, Warrnambool, Portland and Colac Health Services.

The Eye and Ear undertakes 30 per cent of Victoria’s public general eye surgery, and a large proportion of specialist eye surgery. The hospital has the most comprehensive ENT service within Victoria, made up of the sub-specialties otology, rhinology and laryngology, accounting for 6% of Victorian ENT separations.

The Eye and Ear provides extensive paediatric services (accounting for 23% of total ENT services) and 100% of Victoria and Tasmania’s public cochlear implant surgery.

The majority of services provided at the Eye and Ear are on an outpatient or same day basis. In 2009/10 there were 181,009 outpatient occasions of service, 46,545 Emergency Department presentations and 13,429 inpatient separations.

Eye and Ear registrars (resident specialists) offer their specialist care skills within Victoria and at a national level at a number of sites:

Victoria Metropolitan

Royal Victorian Eye and Ear, East Melbourne
Royal Melbourne Hospital, Parkville
Alfred Hospital, Prahran
Western Hospital, Sunshine and Footscray
Royal Children’s Hospital, Parkville
Northern Hospital, Epping
Austin Hospital, Heidelberg
Southern Health, Cranbourne, Dandenong, Clayton

Regional

Geelong Hospital, Geelong
Ballarat Hospital, Ballarat
Wodonga Hospital, Wodonga

Tasmania

Launceston General Hospital, Launceston

Canberra

Canberra Hospital, Garran

NSW

Albury Eye Clinic, Albury
Albury Base Hospital, Albury

Northern Territory

Alice Springs Hospital, Alice Springs

Outreach services

In addition, the Eye and Ear plays a pivotal role in training all of Victoria’s Ophthalmologists and most of Victoria’s ENT surgeons and due to the Eye and Ear’s international reputation for excellence, Eye and Ear registrar and fellow placements are highly sought from around the globe. In the last 10 years Ophthalmology and Otolaryngology fellows and registrars from 22 countries have studied at the Eye and Ear.

As an organisation we are members of:

- World Association of Eye Hospitals
- American Association of Eye and Ear Hospitals

Our challenges – current and future

National and Victorian public hospital systems face a number of **challenges in the future.**

The National Health and Hospitals Reform Commission report, *A Healthier Future for all Australians*, acknowledged that health care services within Australia are under pressure and require reform to develop ‘**a sustainable, high quality, responsive health system for all Australians, now and into the future**’.

Highlighted issues include the growing demand for health services, the rising costs of health care and inequalities in health status.

Challenges faced at the national level are also highlighted in the Victorian Government document *Growing Victoria Together – A Vision for Victoria to 2010 and beyond*.

Three key issues identified in the document are the increase in lifestyle or behaviour-related illnesses, the growing demand for health care both from an aging population and new patterns in chronic disease perspective, along with inequality in health and health care among certain community groups.

Within this national and state context, the Eye and Ear challenge is to plan for the future by anticipating future supply and demand requirements of its service.

Challenges include:

An ageing population

The number of Victorians aged over 65 years is set to increase from 13% of the population in 2006 to 22% of the population by 2036. This will subsequently have an impact on the prevalence of age-related sensory conditions such as cataract, age-related macular degeneration, glaucoma, hearing impairment and hearing loss, leading to a greater need for eye and ENT services.

With the increasing availability of new treatments and interventions (50% of vision impairment is correctable and 25% is preventable), the Eye and Ear must consider clinical capacity to respond to this need.

Rapid population growth

Due to the changes in population growth and demographic characteristics, the hospital's network of spoke services need to continue to be supported and developed along with the consideration of future outreach services in areas of high demand and low self-sufficiency.

In addition, the Eye and Ear must ensure it maintains, and develops, affiliations with general practitioners and optometrists to strengthen and integrate primary eye care and primary ENT care into clinical framework models.

Currently the Eye and Ear's affiliations extend to Mill Park, Bairnsdale, East Keilor, Springvale, Traralgon and the Victorian College of Optometry at Carlton, Doveton, Braybrook and Broadmeadows.

Burden of chronic disease

Changes in the nature and complexity of the community burden of chronic disease demands a more effective response to the associated sensory disabilities of blindness and deafness.

Some conditions predispose individuals to eye disease (for example diabetes) and from this there has been a shift to looking at causative factors for disease, that is, a move toward focussing on prevention and early intervention rather than treating secondary complications.

The Victorian Government's *Victorian Burden of Disease Study* indicates that diabetes is a significant contributor to disease burden in Victoria compared with other conditions. This burden doubles with the inclusion of diseases attributable to diabetes, such as cardiovascular disease.

Community expectations and relationships

Increasingly community expectations of health care have grown. There is a high demand on eye and ENT services and a need to develop strategies to manage waiting lists and times.

The Eye and Ear must be involved in the development and leadership of networks that link different providers, agencies and services in responding to patient need, within an appropriate timeframe and in an appropriate service setting.

Consideration needs to be given to the development of the 'hub and spoke' network model of care, multidisciplinary team development, affiliations and franchise arrangements. The purpose of this is to provide a pathway-to-care that brings people into locally-based primary care services and supports them in accessing appropriate secondary and/or tertiary level services as required.

In addition, it is suggested that some specific groups in Victoria experience barriers to accessing eye and ENT services and have limited utilisation of Victorian eye care services. The Eye and Ear is committed to meeting the needs of disadvantaged groups in the community and addressing the Social Determinants of Health, as defined by the World Health Organisation, which impact on access to eye and ENT health services.

Diagnostic and treatment technologies

Changes in treatment options also influence the increased demand on eye and ENT services now and into the future.

Clinical practice changes, such as increases in demand for conservative management approaches and the development of less invasive procedures are predicted to continue.

In addition, with evolving technologies and the delivery of specialised care, the Eye and Ear needs to be flexible to progress in line with changing treatments such as new prostheses; next generation cochlear implants; targeted drug therapies; an increasing role for molecular engineering techniques and stem cell technology; as well as an increase in the ability to correctly diagnose genetic diseases and provide counselling.

Workforce

The current workforce climate within Victoria is a reflection of the national challenges facing the health care workforce. Shortages in qualified workers, an ageing workforce and uneven workforce distribution add to the challenges of an ever increasing patient workload. The Eye and Ear must apply innovative thinking to optimise workforce utilisation and to use job substitution where possible.

To retain and attract premier clinicians and staff to the Eye and Ear it is imperative that the hospital maintains its position as an innovator and driver of eye and ENT clinical practice change, research, teaching and workforce development.

The Eye and Ear must also consider the added challenge of attracting staff to attend outreach services located in regional and rural areas.

Budgetary constraints and increasing costs

Consideration must be given to careful service planning options which make best use of the tight financial environment of today and increasing cost of health care. In addition, there is growing international evidence for the benefits of dedicated investment in cost-effective responses to sensory loss and the conditions that give rise to it.

Environmental issues

Community and government pressures and expectations have placed environmental issues at the forefront of all business models and as a result, they must be considered as a key component of the Eye and Ear's overarching infrastructure in all plans extending its reach to all Victorians.

The hospital must adapt work practices to support going green, that is, develop sustainable and environmentally friendly practices supported by appropriate hospital infrastructure and models of care.



2010 and beyond

The Eye and Ear is striving to achieve a health service that provides **innovative and streamlined positive patient experiences** and is open to investigating **new models of care** that are patient-centric.

The Eye and Ear is endeavouring to provide excellence in comprehensive eye and ENT health care for all Victorians.

The hospital is striving to achieve a health service that:

- Maintains a world-class reputation in eye and ENT research, teaching and clinical care.
- Continues to maintain and provide a greater role in eye and ENT health for Indigenous patients, patients from CALD backgrounds, and other under-represented groups.
- Has a valued workforce that is well trained, highly skilled, organised and is deployed effectively to focus on the changing needs of our patients, carers and the wider population.
- Provides leadership in the provision of ambulatory care services to the state of Victoria.
- Ensures clinical governance is delivered, reviewed and maintained to provide the highest standard in quality patient care.
- Engages with the community more effectively to inform and encourage the prevention of eye and ENT related conditions and complications as a result of both an ageing population and increasing incidence of chronic disease, such as diabetes.
- Is focussed on working in partnership with other health care providers enabling local access, via a network of 'Hub and Spoke' models and telemedicine technology, to eye and ENT services for growing populations in metropolitan and regional Victoria ensuring better patient care and equity of service delivery.
- Provides a building and infrastructure to ensure sustainability of services going into the future.
- Makes the most efficient use of limited resources available and manages costs, services and infrastructure effectively to meet the health care needs of the state while maintaining financial sustainability.
- Is committed to developing sustainable practices that are inclusive of business, social and environmental goals and minimising damage to the environment as a result of its actions.

Five strategic priorities

The Eye and Ear's **five strategic priorities** consider and reflect on the priorities of both **state and federal health care** strategic directions found in:

- *2009–2010 Victorian health services policy and funding guidelines.*
- *Directions for your health system—Metropolitan Health Strategy.*
- *Rural directions for a better state of health.*
- *Clinical governance policy framework.*
- *Care in your community: A planning framework for integrated ambulatory health care.*
- *Close the Gap: Indigenous Health Equality Summit—Statement of Intent.*

In addition, the Eye and Ear's strategic priorities build on discussion with relevant stakeholders, senior clinicians, consumers and other hospital representatives.

These strategic priorities capture the Eye and Ear's direction over the next three years.

The five strategic priorities are:

1. Excel in innovative specialist eye and ear health services.
2. Lead integrated clinical, teaching, training and research practice.
3. Promote workforce leadership as everybody's responsibility.
4. Champion partnerships to promote the health of our community.
5. Build a sustainable future.

Measuring Success

The Eye and Ear will measure its success in achieving its strategic priorities through the development of key performance indicators or 'measures of success'. These will be balanced and not undermine each other and will be periodically reviewed and refreshed where necessary.

The hospital's measures of success are detailed in the following sections.

Strategic priority 1

EXCEL IN INNOVATIVE SPECIALIST EYE AND EAR HEALTH SERVICES


Given the expected increase in demand for eye and ENT services going into the future, the Eye and Ear must consider its clinical capacity and the clinical appropriateness of presenting patients.

It is critical for the Eye and Ear to adopt innovative models of care for managing patients and to improve referral, triage and discharge processes as a way of creating additional capacity.

A significant component of the new models of care will involve reducing the emphasis on routine care for patients and improving the triage of primary care patients to appropriate settings that match patients' needs, while still delivering safe, high quality health care.

An essential element in this is the standardisation of patient journeys and pathways to provide transparency to patients and referrers, as well as the maintenance of safe and effective facilities and equipment to support efficient service delivery.

The hospital aims to be an industry innovator and leader in the provision of specialist eye and ENT health care services to all Victorians and beyond, and to be recognised internationally for its excellence in clinical work, teaching and research.



Excel in innovative specialist eye and ear health services

Strategies	Actions	Measures of Success	Timeframe
1.1 Retain and further attract best quality clinicians and support staff	1.1.1 Develop a program to attract high quality fellows	Increased number of suitable applicants for positions	Yr 1
	1.1.2 Establish a medical workforce model that incorporates geographically located full time medical staff	Staff Satisfaction Survey results indicate the Eye and Ear is an employer of choice	Yr 2
1.2 Streamline patient pathways and improve the patient experience	1.2.1 Establish vision, principles and elements of a patient-centric model of care in outpatients and Emergency	Improved time to treat rates for category 4 & 5 patients in Emergency	Yr 1
	1.2.2 Pool cataract patients into a dedicated cataract clinic	Reduction in patient complaints	Yr 1
	1.2.3 Review and ensure application of DH Surgical Access Policy	Set benchmarks achieved for unplanned service use and re-admission rates	Yr 1
	1.2.4 Review paediatric model of care and explore opportunities for improvement through partnership	Capacity and known demand are aligned on the Elective Surgery Waiting List	Yr 1
	1.2.5 Identify, map and reconfigure Eye and ENT clinical pathways in outpatient services and Emergency	Role, capability and capacity established to support the Victorian Paediatric Framework	Yr 2
	1.2.6 Develop a case management approach within pre-admission which involves points of contact for patients and staff		Yr 2
1.3 Expand the use of new workforce roles, competency and team based care in service delivery	1.3.1 Identify competencies and scope of practice required to support patient focussed clinical pathways	Multidisciplinary teams provide a “one stop shop” service approach	Yr 2
	1.3.2 Train and expand use of non-medical staff in clinical pathways including orthoptists, optometrists, nurses, pharmacists, audiologists and clerical staff		Yr 2

Strategies	Actions	Measures of Success	Timeframe
1.4 Enhance access, efficiency and quality of care through new technologies	1.4.1 Implement Cerner clinical system	More patients receive services in the right place at the right time	Yr 1
	1.4.2 Establish emergency department telemedicine links with rural areas, based on identified need	Increased utilisation of services by patients from regional areas through telemedicine and outreach programs	Yr 1
	1.4.3 Implement ICT strategy initiatives	Improved communication with community partners through timely and meaningful discharge information	Yr 1 – Yr 3
1.5 Focus on clinical outcomes to continuously improve services	1.5.1 Define necessary specifications of a clinical outcome auditing tool	Clinical auditing tool implemented and data utilised for service improvement and enhancement	Yr 1
	1.5.2 Purchase and implement an appropriate auditing tool		Yr 1
1.6 Embed safety, quality and risk management in patient service and business models	1.6.1 Develop an organisation-wide quality framework and plan linked to strategic priorities	Reduction in ISO 1&2 adverse events	Yr 1
	1.6.2 Enhance risk management framework to include VHIMS, updated risk register and business continuity plan	Risk and quality indicators, including ACHS, are included in regular performance reports at Divisional level	Yr 1
	1.6.3 Review Risk Management framework to ensure an integrated approach to clinical and non-clinical risk management	Annual quality plan reflects identified organisational clinical risks	Yr 1
1.7 Apply innovative models to enhance access for under represented patient groups	1.7.1 Develop further collaborative service models with VAHS	More ATSI people benefit from services that are culturally sensitive	Yr 1
	1.7.2 Establish relationships with key community leaders and organisations associated with the under represented groups identified in the Community Mapping Project		Yr 2
	1.7.3 In consultation identify, implement and evaluate service initiatives to address access issues experienced by marginalised under represented groups		Yr 2

Strategic priority 2

LEAD INTEGRATED CLINICAL, TEACHING, TRAINING AND RESEARCH PRACTICE

The Eye and Ear is the main Victorian provider of eye and ENT training and consequently plays a critical role in developing and maintaining a skilled workforce for these specialties in conjunction with associated universities (notably the University of Melbourne and La Trobe University) among other professional bodies.

The hospital is at the centre of a thriving research community. It accommodates and has key relationships with a number of major research organisations including the University of Melbourne, Centre for Eye Research Australia (CERA) and the Bionic Ear Institute (BEI). Through these affiliations and partnerships the Eye and Ear has been a major partner in significant research achievements, including the development of the Bionic Ear and most recently as a clinical partner in research to develop the Bionic Eye.

The Eye and Ear supports state-wide teaching and training for clinicians at all levels of eye and ENT health care.

The hospital aims to continue to foster nationally and internationally recognised research, teaching and clinical service delivery methods to enhance the treatment, and prevention, of eye and ENT diseases.



Lead Integrated Clinical, Teaching, Training and Research Practice

Strategies	Actions	Measures of Success	Timeframe
2.1 Develop a research strategy to build on and promote the Eye and Ear's reputation in translational research	2.1.1 Centralise and integrate governance for all research activities including robust research approval processes	Research strategy aligns with the Health Service's leadership in eye and ENT clinical care	Yr 1
	2.1.2 Ensure research objectives are linked to Eye & Ear strategic priorities	Organisational risk associated with research is recognised and managed appropriately	Yr 1
	2.1.3 Create a framework to encourage and facilitate all clinicians to participate in research		Yr 2
	2.1.4 Establish an approach for promoting research initiatives internally and externally		Yr 2
2.2 Maximise research partnerships and their value to the hospital	2.2.1 Establish an integrated approach for research incorporating Eye & Ear, CERA, BEI and university partners	Research funds optimally support the Health Service research agenda	Yr 1
2.3 Build on existing research infrastructure	2.3.1 Identify physical environment and space requirements needed to support research activities	Facilities for research are fit for purpose and have capacity for future growth	Yr 1
	2.3.2 Ensure that patient database(s) have the necessary specifications to support research		Yr 2
2.4 Establish clinical teaching and training programs supporting service delivery	2.4.1 Develop an education framework	Service need and workforce competencies and capabilities are aligned	Yr 1
	2.4.2 Investigate alternative cost effective and team based methods of delivering education		Yr 2
	2.4.3 Identify human resource requirements needed to support education and training	Sustainable workforce is evident at the Eye and Ear	Yr 2
	2.4.4 Ensure academic resources are available to support the education framework		Yr 2
	2.4.5 Confirm Eye & Ear state-wide role in education for eye and ENT across medicine, nursing and allied health		Yr 2

Strategic priority 3

PROMOTE WORKFORCE LEADERSHIP AS EVERYBODY'S RESPONSIBILITY

Beyond 2010, the Eye and Ear must continue to understand the need to value its workforce to maintain and adapt to the ever changing requirements of the health environment. Corporate and clinical memory is highly valued.

The hospital's active staff complement at June 2009 was 773 with a full time employees of 462 staff.

In addition to its role in eye and ENT service provision, it provides leadership, direction in models of care, education, and support, with respect to the eye and ENT specialties, for other hospitals.

The hospital aims to ensure the ongoing future supply of a highly skilled health professional workforce to ensure eye and ENT services in Victoria are enhanced and sustainable. The Eye and Ear supports and promotes the training needs and requirements of all staff which augments their accountability and leadership capability.



3 Promote workforce leadership as everybody's responsibility

Strategies	Actions	Measures of Success	Timeframe
3.1 Develop an inclusive and just employment culture that fosters leadership at all levels of the Eye and Ear	3.1.1 Create a leadership capability framework to define appropriate behaviours and underpin all people processes including recruitment, selection, learning and development, performance management and succession planning	Staff turnover is in line with industry best practise Staff Satisfaction Survey results benchmark favourably within the sector	Yr 1
	3.1.2 Implement a positive attendance program which helps managers manage absenteeism in a positive way		Yr 2
3.2 Enhance workforce capability through succession planning, effective performance management and targeted training	3.2.1 Develop a comprehensive performance management framework for all staff groups aligned to hospital strategic priorities	Increased training opportunities are available for managers and staff	Yr 1
	3.2.2 Establish a suite of common position descriptions for managers and staff including role in quality, risk and change management		Yr 1
	3.2.3 Implement a strategic workforce plan identifying critical workforce needs, gaps and measures to address these		Yr 1
	3.2.4 Establish a management training and development program		Yr 1
	3.2.5 Identify and develop staff with the potential to fill key or critical organisation positions		Yr 2
	3.2.6 Implement performance coaching and mentoring activities to help staff maximise their performance		Yr 2

3.3 Recognise and reward excellence	3.3.1 Enhance the reward and recognition program incorporating local and organisation-wide recognition of excellence at work	Improved results against workforce indicators including turnover, attendance and employer of choice indicators	Yr 1
3.4 Ensure staff safety and well being	3.4.1 Enhance health and well being programs promoting a healthy work environment	Sick leave, absenteeism rates, loss time injury rates and Work Cover premiums indicators are in line with industry best practice	Yr 1
3.5 Enable staff to contribute to change and continuous improvement	3.5.1 Implement an employee communication strategy ensuring staff understand, support and integrate the vision, mission, values and strategic priorities into their work	Staff across Divisions and Departments contribute to transformation and change initiatives	Yr 1
	3.5.2 Develop and implement a targeted training program for improvement and change management linked to business plan strategies and action		Yr 1
	3.5.3 Brand the Advancing Excellence change program at individual and department level through storyboards, suggestion boxes and staff orientation		Yr 1
	3.5.4 Establish a regular forum for monitoring improvement initiatives		Yr 1

Strategic priority 4

CHAMPION PARTNERSHIPS TO PROMOTE THE HEALTH OF OUR COMMUNITY

The Eye and Ear is committed to the development and maintenance of partnerships across all organisational levels, as well as at community levels, promoting prevention and early intervention, treatment and rehabilitation of eye and ENT diseases.

This will support the continuum of care and the delivery of safe, high-quality eye and ENT care across Victoria.

For example, all people with Diabetes Mellitus are at risk of retinopathy and only half have regular eye exams. Early diagnosis and treatment can prevent up to 98% of severe vision loss. Primary, secondary and tertiary prevention activities may offer a major opportunity to reduce the prevalence of diabetes or at least delay its onset with a subsequent impact on the risk of developing retinopathy. One study suggests that eye care interventions costing around \$190m could lead to net savings of \$650m.

In addition, the Eye and Ear is committed to maintaining and developing partnerships with universities, research institutes, other clinicians, as well as the development of databases and ongoing clinical practices as these will become key resources for vibrant, essential and translational research, 'from bench to bedside'. It will allow planning for future care delivery models and the development of community partnerships for the delivery of ambulatory care and disease monitoring in the community.

Where it is identified that there is insufficient access to eye services, and in areas of large population growth, strong partnerships with primary and secondary service providers in metropolitan, regional and rural Victoria will need to be considered.

This will ultimately enhance the patient experience and reduce inequalities to access of services while increasing the state's capacity for their provision

The Eye and Ear also invites and aims to enhance consumer participation across the organisation to inform effective service delivery and development. Currently the hospital has seven members of the community advising across five hospital committees including the Community Advisory Committee, Cultural Diversity Committee and Primary Care and Population Health Advisory Committee, among others.

The Eye and Ear aims to work in partnership with The Vision Initiative, other health care providers, consumers, and key consumer groups to enhance patient-centric care via the provision of screening and health promotion programmes, taking into consideration patient expectations and needs, in relation to their eye and ENT health care.

Champion partnerships to promote the health of our community

Strategies	Actions	Measures of Success	Timeframe
4.1 Work in partnership to benefit those at most risk of developing eye or ENT disease	4.1.1 Establish appropriate policy, systems and structures to ensure partnerships can be sustainable	Partnerships with Low Vision, Diabetic Retinopathy and Glaucoma Service Providers are well established	Yr 1
	4.1.2 Define Eye and Ear role in prevention, screening and health promotion programs		
4.2 Collaborate with the community, consumers and service providers in prevention, screening and health promotion programs	4.2.2 Identify and then prioritise service opportunities for Eye and Ear collaboration	The Eye and Ear knows its role in prevention and screening and works productively with other Associations	Yr 2
		Increased conversion rate from cataract referral to cataract surgery	
		Increased number of patients discharged from outpatients	
		Increased number of general practitioners details recorded in the patient administration system	
4.3 Involve consumers and the community in decision making, service planning, implementation and evaluation	4.3.1 Enhance mechanisms for all departments to gain regular patient feedback, including annual customer surveys and initiate improvements to address identified issues	Improved consumer participation score from VPSM (Victorian Patient Satisfaction Monitor)	Yr 2
	4.3.2 Establish a consumer participation education program for staff	People with disabilities experience less barriers to access physical facilities, goods and services	Yr 1
	4.3.3 Develop and implement a procedure for consumer involvement in hospital committees		Yr 1
	4.3.4 Implement initiatives in the Consumer Participation Plan		Yr 1
	4.3.5 Develop a Disability Action Plan		Yr 1
4.4 Engage with service partners and build local community based health capacity and capability	4.4.1 Develop a work plan in consultation with the appropriate committees	Community Eye Care Partnerships are embedded in models of care	Yr 1
		The Eye and Ear is an equal partner in regional, population and needs based approaches to service delivery	

Strategic priority 5

BUILD A SUSTAINABLE FUTURE

In 2010 and beyond, the Eye and Ear will continue to provide specialist care for eye and ENT conditions for the state, along with primary and secondary services for its local catchment.

Planned partnerships with a focus on care provision in local communities will be emphasised in all Eye and Ear initiatives in a continuing effort to meet increasing demand for services in innovative ways and improve geographical equity.

The Eye and Ear was originally built as a 250-bed inpatient facility. Over the years many new models of care have been developed for both eye and ENT health care. With a move to ambulatory care and elective surgery on a short stay basis, the Eye and Ear has been reconfigured and adapted to cater to these needs on an ad hoc basis. The reconfiguration and adaptation of the current buildings has meant that the Eye and Ear is working from non-purpose built facilities and that services are provided between two buildings without adequate links. Buildings constructed primarily for inpatient services are now reconfigured for day activity and offices.

The hospital continues to work with the Victorian Department of Health to complete master planning for the East Melbourne hub to ensure facilities that provide a patient environment that is adequate for those with sensory deficits, adequate for research and teaching, as well as being able to support spoke services now and into the future.

The Eye and Ear aims to develop, as a key component of its infrastructure, sustainable, environmentally friendly practices that include business, social and environmental goals. The hospital also needs to ensure a business model that is agile and effective and can be responsive to meet changes in the environment.



Build a sustainable future

Strategies	Actions	Measures of Success	Timeframe
5.1 Establish a viable “hub and spoke” model of service delivery	5.1.1 Define core business and service to be delivered at the East Melbourne hub including its role in supporting spoke services	The hub in East Melbourne has the critical mass to support diverse spoke services responsive to local need	Yr 1
	5.1.2 Undertake needs analysis for spoke services in rural and outer metropolitan regions	Increased local utilisation of Eye and Ear services by patients from regional areas	Yr 1
	5.1.3 Identify viable spoke service delivery models	Spokes contribute to achievement of waiting list targets	Yr 1
	5.1.4 Establish a peer support network for staff based in spoke services		Yr 1
	5.1.5 Establish new spoke services in rural Victoria		Yr 2
5.2 Make facilities fit for purpose (capital development or refurbishment works)	5.2.1 Complete and then implement prioritised actions from space audit	Facilities are designed to support the delivery of efficient and effective health care	Yr 1
	5.2.2 Complete business case for redevelopment		Yr 1
	5.2.3 Develop an asset management plan		Yr 2
	5.2.4 Define infrastructure requirements to support hub and spoke service delivery		Yr 2
	5.2.5 Initiate investigation into an appropriate Arts Program for the hospital		Yr 2
Strategies	Actions	Measures of Success	Timeframe
5.3 Enhance financial management and performance monitoring	5.3.1 Adopt standard project methodology to implement new initiatives	Information governance ensures data integrity and quality	Yr 1
	5.3.2 Establish a data and information governance framework and action plan	Information is viewed as a strategic asset	Yr 1
	5.3.3 Establish an automated business intelligence tool and data warehouse functionality		Yr 1
	5.3.4 Implement new budget development and monitoring approach		Yr 1
	5.3.5 Redefine KPI suite to include an outpatient specific KPI suite		Yr 1

5.4 Develop a sustainable business model which maximises revenue opportunities and reduces costs	5.4.1 Develop a philanthropic strategy	Increased share of non-government monies as funding source	Yr 1
	5.4.2 Develop a long term resource plan	Increased level of donations	Yr 2
5.5 Drive towards efficient and effective service models and business processes	5.5.1 Improve theatre scheduling such that an emergency theatre is always available	Robust monitoring ensures resources are utilised efficiently	Yr 1
	5.5.2 Identify opportunities to improve outpatient productivity to enable more patients to be seen	Accountability for performance is driven at Divisional and Department level	Yr 1
	5.5.3 Develop outpatient admission and discharge criteria consistent with the hospital's tertiary service delivery role and vision for outpatient services		Yr 1
	5.5.4 Implement streamlined models of care in outpatient services		Yr 2
	5.5.5 Enhance team managers use of performance data to adjust activity		Yr 2
5.6 Promote sustainable and environmentally friendly practices	5.6.1 Develop an environmental strategy	Reduction in waste hospital wide in line with industry practice	Yr 1
		Improved energy and water consumption rates in line with industry practice	



