



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



Strategic Plan 2013–2018



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Message from Chair of the Board and Chief Executive Officer

It is our pleasure to present you with the Royal Victorian Eye and Ear Hospital (Eye and Ear) Strategic Plan detailing our strategic priorities and actions for 2013–2018. It has been developed by the Eye and Ear Board, Executive and staff in consultation with key stakeholders, consumers and partners.

The Eye and Ear Strategic Plan reflects the organisation's position as Australia's leading provider of eye and ear, nose and throat 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, provide the framework to guide financial, operational and clinical decision-making across the organisation and to ensure our planning processes are integrated with Federal and State health policy initiatives.

The Eye and Ear promotes research, innovation and teaching and is an eminent 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. In 2012, the Eye and Ear officially joined the Bionic Vision Australia Consortium as a supporting participant and clinical partner of the bionic eye project, with clinical trials of the bionic eye prototype now underway.

In November 2012 it was announced that the Victorian Government, in partnership with the hospital, would fund the redevelopment of the Eye and Ear, with changes to include the consolidation of patient and clinical services on lower levels of the Eye and Ear and provide major improvements in the emergency department, operating theatres and ambulatory clinics. It will also provide enhanced same-day beds and new same-day recovery areas. A significant expansion of onsite teaching, training and research facilities will be consolidated on the upper five floors of the two major towers. Work has commenced on the redevelopment which is expected to be completed in 2017.

Another key focus of work over this five year period will be the implementation and maintenance of the National Safety and Quality Health Service Standards, ensuring consumers are delivered care in keeping with national expectations.

As the 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, in alignment with the Victorian Health Priorities Framework 2012–2022.



Ms Jan Boxall
Chair, Board of Directors



Ann Clarke
Chief Executive Officer

Improving
quality of life
through caring
for the senses

Vision, Mission and Values

The Eye and Ear is one of approximately 30 major international stand-alone specialist hospitals in both ophthalmology (eye) and ENT (ear, nose and throat) health care and is recognised both within Australia and globally, 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 with clinical services
- Leading workforce capability
- Partnering with consumers and communities
- 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.

Alignment with the outcomes and principles articulated in the Victorian Health Priorities Framework 2012–2022.

The Eye and Ear mission, vision and values align with the outcomes and principles outlined in the Victorian Health Priorities Framework 2012–2022.

The Service Environment

The Eye and Ear is located in the local Government area of Melbourne but also provides a state-wide specialist tertiary and emergency eye and ear health care service. It is internationally recognised as a leader in clinical service delivery, teaching and research in both ophthalmology and ENT.

The hospital operates from a central hub at East Melbourne to ensure ease of access to Eye and Ear specialists. Services are also provided in community settings, such as outpatient appointments and hearing assessments at Taralye in Blackburn (an early intervention centre for deaf children and their families), eye day surgery at Northern Health, and hearing assessments for Aboriginal children in Ballarat. Telehealth facilities have been established with four regional and rural health services across Victoria.

As the largest public provider of ophthalmology and ENT services in Victoria, the hospital delivers more than half of Victoria's public eye surgery and coordinates all of Victoria's public cochlear implants. The Eye and Ear has over 50 different outpatient clinics for the diagnosis, monitoring and treatment of vision and hearing disorders and provides a 24 hour emergency eye and ENT health service. The majority of services provided at the Eye and Ear are on an outpatient or same day basis. In 2012–2013 we cared for:

- 197,724 outpatients
- 12,979 inpatients
- 39,767 emergency patients.

Compared to the previous year these figures show a decrease in patients being seen as emergency patients and an increase in those being reviewed as outpatients. This is due to a change in the model of care for patients requiring an early review appointment following an Emergency Department visit.

The hospital is a teaching and research centre and has key partnerships with the Centre for Eye Research Australia (CERA), the University of Melbourne, the Bionics Institute, Bionic Vision Australia and HEARING CRC.

Eye and Ear registrars (training to become specialists) rotate to a number of metropolitan and regional Victorian health services, as well as interstate sites, to support the delivery of services more locally for consumers and to broaden their training experience. All Victorian-trained Ophthalmologists are trained through the Eye and Ear training program, as are many Victorian-trained ENT surgeons. As a result of 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 ENT fellows and registrars from 22 countries have studied at the Eye and Ear. The Emergency Department is involved in the training of emergency physicians.

As an organisation we are members of:

- World Association of Eye Hospitals
- American Association of Eye and Ear Centers of Excellence.



Key Achievements 2010–2013

Victorian Health Priorities Framework

Developing a system that is responsive to people's needs

Improving every Victorian's health status and experiences

Expanding service, workforce and system capacity

Eye and Ear Strategic Plan 2010–2013 achievements

- Redevelopment funding obtained which will allow the Eye and Ear to better meet future demand, provide major improvements in the emergency department, operating theatres and ambulatory clinics, and allow significant expansion of onsite teaching, training and research facilities
- Minimum set referral guidelines defined and implemented for improved access to Eye and Ear clinical eye services by outlining referral requirements including information required
- Northern Health partnership Ophthalmology surgical service commenced, allowing more local care
- Ophthalmology services redesign process undertaken to improve access and appropriateness of referrals
- Glaucoma review clinic commenced
- New model of care for emergency patients and general eye ophthalmology implemented
- New nursing role developed to replace most medical day 1 cataract post-operative appointments via a nurse-led phone service for clinically appropriate patients, in line with international models
- New online learning system developed and launched in March 2013, allowing staff to complete, track, and monitor training courses required for their roles
- Specialist ENT outreach clinic established at the Victorian Aboriginal Health Service to provide a culturally appropriate model of care where Aboriginal children can be supported through every stage of their journey as an Eye and Ear patient
- A joint clinic established in partnership with the Australian College of Optometry which significantly improves access to specialist care
- Expansion of orthoptist-led review clinics, improving workforce capability and system capacity

Key Achievements 2010–2013 (continued)

Victorian Health Priorities Framework

Increasing the system's financial sustainability and productivity

- Stage 1 of new finance system implemented
- Performance Management and Monitoring tool that enables an automated organisational dashboard, standard performance reporting and decision support analysis implemented (Business Intelligence Tool)

Implementing continuous improvements and innovation

- First implantation of an early prototype bionic eye occurred at the Eye and Ear in 2012, as part of the Bionic Eye project in which the Eye and Ear is a partner
- Working in partnership with medical device company Ingeneus, the development of a Remote Ophthalmic Diagnostic Platform has been undertaken which will enable wider use of telehealth services following proof of concept

Increasing accountability and transparency

- International benchmarking has commenced with Moorfield's Eye Hospital, London, and St Erik's Eye Hospital, Stockholm, looking at nine ophthalmology outcome measures
- Governance structure for the Eye and Ear redevelopment project completed in consultation with the Department of Health

Utilising e-health and communications technology

- Telehealth services are now provided via facilities in four regional and rural health services across Victoria
- Digital management system for diagnostic images implemented
- Digital Health Record strategy developed and tender completed

Our Challenges — Current and Future

The National Health Reform Agreement aims to deliver better access to services, improved local accountability and transparency, greater responsiveness to local communities and provide a stronger financial basis for the health system.

A range of activities will impact on the Eye and Ear as a result of the National Health Reform Agreement including:

- National Safety and Quality Health Service Standards implementation
- Medicare Locals formation
- Performance and Accountability Framework development
- Activity based funding implementation

Targets have been established including the:

- National Emergency Access Target
- National Elective Surgery Target

At a state level Victoria has seen the introduction of the:

- Victorian Health Priorities Framework 2012–22: Metropolitan Health Plan
- Victorian Health Priorities Framework 2012–22: Rural and Regional Health Plan
- Patient centred surgery – strategic directions for surgical services in Victoria's public hospitals 2010–2015
- Specialist clinics in Victorian public hospitals: Access policy, August 2013
- Victorian Public Health and Wellbeing Plan 2011–2015
- Koolin Balit: Victorian Strategic Directions for Aboriginal Health: 2012–2022

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 the service.

As noted in the Victorian Health Priorities Framework 2012–22: Metropolitan Health Plan, health services including the Eye and Ear face the challenges of:

- the increasing growth in the population
- the increased burden of eye and ear disease associated with the ageing population, which for the Eye and Ear means an increased incidence of conditions such as cataracts, age-related macular degeneration and glaucoma
- the increasing prevalence of chronic and complex conditions, which for the Eye and Ear means an increased incidence of diabetic retinopathy and vestibular conditions
- the impact of social determinants of health and of health related behaviours
- improving the capability of health service providers to improve patient experiences, including improving health literacy
- improving the capacity of community providers
- the need for early intervention and disease prevention, which for the Eye and Ear means an increased number of cochlear implants in children under two years of age and more bilateral cochlear implants
- future-proofing of redevelopment and expansion of services
- workforce issues including ageing, work patterns and training requirements
- the increasing cost of service provision
- technological advances

Strategic Priorities and the Victorian Health Priorities Framework 2012–2022

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

- Victorian Health Priorities Framework 2012–2022: Metropolitan Health Plan
- Victorian Health Priorities Framework 2012–22: Rural and Regional Health Plan
- Victorian Clinical Governance Policy
- Victorian Public Health and Wellbeing Plan 2011–2015
- Department of Health *Doing It With Us Not For Us: Strategic Directions* 2010–2013
- National Health Reform Agenda

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

The five strategic priorities are:

1. Excel in innovative specialist Eye and Ear health services
2. Integrate teaching and research with ophthalmology and ENT clinical services
3. Lead workforce capability building for Eye and Ear health services
4. Partner with our consumers, communities and other organisations to deliver improved Eye and Ear health
5. Build a sustainable future

The Victorian Health Priorities Framework

The Victorian Health Priorities Framework 2012–2022: Metropolitan Health Plan was developed to outline the priority areas needing to be addressed to assist in managing the challenges of the health system into the future. These seven priorities are:

- Developing a system that is responsive to people's needs
- Improving every Victorian's health status and experiences
- Expanding service, workforce and system capacity
- Increasing the system's financial sustainability and productivity
- Implementing continuous improvements and innovation
- Increasing accountability and transparency
- Utilising e-health and communications technology

Victorian Health Priorities Framework

Developing a system that is responsive to people's needs

Improving every Victorian's health status and experiences

Expanding service, workforce and system capacity

Eye and Ear Strategic Plan 2013–2018 Actions

- Implement and review updated referral guidelines
- Design and implement a new partnership model with Australian College of Optometry (ACO)
- Implement a patient focused booking process for Ambulatory Services patient appointments
- Develop new and expand current relationships and linkages with primary care givers
- Enhance partnership opportunities for cochlear services to deliver outreach services
- Explore alternate teaching modalities that include the principles of adult learning
- Create simulation teaching environments
- Utilise technology to deliver education remotely
- Update partnership agreements with teaching and research partners regarding occupancy and redevelopment
- Diversify and grow RVEEH strategic partnership base with other institutions
- Identify partnerships for future development of cochlear services
- Establish criteria for translational research in collaboration with research partners
- Develop Edward Nield building as a community education precinct, identifying opportunities for consumer participation
- Implement the workforce plan to promote increased staff retention, a workforce profile that meets future requirements, and staff development plans that maintain staff competencies and define clinical scope of practice
- Complete implementation of the Nursing Professional Development Plan and undertake evaluation
- Review Model of Care for Glaucoma Service
- Refine performance appraisal process and tool
- Consolidate e-learning governance and implementation
- Evaluate current process for timesheets completion and submission to improve efficiencies and competencies
- Evaluate the ongoing benefit of the 360 degree feedback process

Strategic Priorities and the Victorian Health Priorities Framework 2012–2022 (continued)

Victorian Health Priorities Framework

Increasing the system's financial sustainability and productivity

Eye and Ear Strategic Plan 2013–2018 Actions

- Implement Model of Care for General Eye Clinics (Phase 2)
- Implement Model of Care for Ocular Diagnostics and Genetics
- Ensure RVEEH service planning assists in implementing RVEEH strategy
- Ensure RVEEH involvement in appointment of appropriate Construction Manager for the Redevelopment Project
- Ensure Capital program is delivered in accordance with project timeframes
- Implement Phase 2 of the finance system, including asset management if appropriate
- Increase the number of CMBS clinics implemented
- Develop and implement sustainable audit and monitoring framework for outpatient new and review waiting lists
- Review the RVEEH risk management framework

Implementing continuous improvements and innovation

- Lead the Sustainable Eye Health Service Delivery Model Project
- Implement Future Service Model for Cochlear Services based on Review Implementation Plan
- Develop a world class Balance Disorder and Ataxia Service (BDAS) and development of innovative models of care for this service
- Continue to implement telehealth strategy and initiatives
- Develop safety, quality and risk management mechanisms and processes to meet the Australian Commission on Safety and Quality in Health Care National Standards

Increasing accountability and transparency

- Review the RVEEH consumer participation framework in line with Australian Commission on Safety and Quality in Health Care National Standards
- Ensure consumer involvement in RVEEH activities
- Develop Aboriginal Health Strategy for RVEEH
- Development of a Consumer Participation Evaluation Plan

Utilising e-health and communications technology

- Continue to implement EMR strategy for RVEEH
- Implement clinical systems
- Continue to implement the Business Intelligence Tool to improve decision making and benchmarking

1. Excel in innovative specialist Eye and Ear health services

The Victorian Health Priorities Framework

Implementing continuous improvements and innovation

In order to meet demand and respond to improvements and developments in clinical care, it is important for the Eye and Ear to consider clinical capacity, the clinical appropriateness of patients presenting to the hospital and its role in state wide service delivery. It is critical for the Eye and Ear to adopt innovative models of care for managing patients, such as telehealth, and to improve referral, triage and discharge processes, as a way of creating adequate capacity. As treatments advance additional services will be required, such as the development of a balance and ataxia service, and broader subspecialty eye services.

2. Integrate teaching and research with Ophthalmology and ENT clinical services

The Victorian Health Priorities Framework

Improving every Victorian's health status and experiences

The Eye and Ear is the main Victorian provider of ophthalmology and has input into ENT training. As a result the Eye and Ear 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 (for orthoptist training), as well as other professional bodies. The Eye and Ear contributes to training a range of other clinicians, such as Emergency Department physicians and General Practitioners.

The Eye and Ear will utilise technology to support education and will work to identify and form partnerships which will facilitate research. The Eye and Ear will continue to work with CERA to enhance its relationship regarding research initiatives.

Through training of a broad range of clinical staff, undertaking research and forming research partnerships the Eye and Ear is working to improve the health and health experiences of Victorians.

3. Lead workforce capability building for Eye and Ear health services

The Victorian Health Priorities Framework

Expanding service, workforce and system capacity

The Eye and Ear will develop the workforce profile needed to meet future service requirements, including continued review of models of care, increasing and enhancing the multidisciplinary team approach, further defining clinical scope of practice and developing workforce skills.

The hospital will support the ongoing future supply of a highly skilled health professional workforce to ensure eye and ear health services in Victoria are enhanced and sustainable. The training needs and requirements of all staff which augments their accountability and leadership capability will be supported and promoted.

4. Partner with our consumers, communities and other organisations to deliver improved Eye and Ear health

The Victorian Health Priorities Framework

- **Developing a system that is responsive to people's needs**
- **Increasing accountability and transparency**

The Eye and Ear is committed to the development and maintenance of partnerships across a range of organisations, promoting prevention and early intervention, treatment and rehabilitation of eye and ENT disease. This will support the continuum of care and the delivery of safe, high-quality eye and ENT care across Victoria.

Ongoing development of partnerships and collaborations will occur, with a focus on improving access for consumers.

The Eye and Ear aims to enhance consumer participation across the organisation to inform effective community partnerships, service delivery and development and to improve the patient experience. A strategic approach to Aboriginal health will be further developed to improve access to services and outcomes.

5. Build a sustainable future

The Victorian Health Priorities Framework

- **Utilising e-health and communications technology**
- **Increasing the system's financial sustainability and productivity**

In November 2012 it was announced that the Victorian Government would fund the Eye and Ear redevelopment, enabling a better hospital to be built for patients, staff and visitors. The works will include structural upgrades to improve the hospital's layout and enable user-friendly access for current patients and staff. The project will involve the demolition of existing buildings between the Smorgon Family Wing and Peter Howson Wing to allow construction of open plan floors from the ground to the third floor, along with connecting links in the upper floors. Patient and clinical services will be consolidated on lower levels and provide major improvements in the emergency department, operating theatres and ambulatory clinics. It will also provide enhanced same-day beds and new same-day recovery areas. A significant expansion of onsite teaching, training and research facilities will be consolidated on the upper floors.

The work is expected to be completed in late 2017, and will allow the Eye and Ear to better meet projected demand for services.

The redevelopment of the Eye and Ear provides an opportunity to enhance models of care, aimed at improving access and the patient experience.

Work will be undertaken to optimise the use of resources in an efficient and sustainable way through enhanced organisational decision support. This will include activities such as implementing changes to the finance system and continuing to implement the Business Intelligence Tool.

All ICT initiatives will be aligned with the Department of Health responses to the ICT Health panel review findings and recommendations. The implementation of an electronic medical record for the Eye and Ear will continue.

Strategic Priorities

The Strategic Priorities, associated activities and measures of success are outlined in the following tables. Consumer involvement will occur in the implementation of Eye and Ear strategies. As this is a five year plan there will be further development of activities and measures over this period, based on the outcomes of the listed activities.

1. Excel in innovative specialist Eye and Ear health services

VICTORIAN HEALTH PRIORITIES FRAMEWORK	STRATEGIES	ACTIONS	MEASURES OF SUCCESS	TIME FRAME
Implementing continuous improvements and innovation	1.1 Define RVEEH's role in state-wide Ophthalmology services with reference to the outcomes of the Sustainable Eye Health Service Delivery Model Project	1.1.1 Lead the Sustainable Eye Health Service Delivery Model Project	Sustainable Eye Health Service Delivery Model project completed	Oct 2013
			Opportunities to increase RVEEH involvement in state-wide service delivery identified and planned (implemented subject to funding)	Feb 2014
	1.2 Enhance RVEEH's role in tertiary specialist ENT Health	1.2.1 Implement Future Service Model for Cochlear Services based on Review Implementation Plan	Recommendations arising from the Review Implementation Plan actioned	Dec 2013
		1.2.2 Develop a world class Balance Disorder and Ataxia Service (BDAS) and development of innovative models of care for this service	Clinic established for specialisation and treatment of balance disorders	Oct 2013
	1.3 Implement Telehealth at RVEEH	1.3.1 Continue to implement telehealth strategy and initiatives	Remote Ophthalmic Diagnostic System project pilot implemented	June 2014
			Cochlear telehealth mapping services implemented	June 2014
			ED telehealth service reviewed and recommendations informed by Sustainable Eye Health project (see 1.1.1)	March 2014
	1.4 Further embed quality, safety and risk management in specialist Eye and ENT services	1.4.1 Develop safety, quality and risk management mechanisms and processes to meet the Australian Commission on Safety and Quality in Healthcare National Standards	Accreditation maintained	Dec 2014

2. Integrate teaching and research with ophthalmology and ENT clinical services

VICTORIAN HEALTH PRIORITIES FRAMEWORK	STRATEGIES	ACTIONS	MEASURES OF SUCCESS	TIME FRAME
Improving every Victorian's health status and experiences	2.1 Develop and implement innovative teaching model	2.1.1 Explore alternate teaching modalities that include the principles of adult learning	Relevant principles of adult learning defined and applied to the domains of the Eye and Ear education framework (professional knowledge and skills, general workplace skills, knowledge transfer)	2015/16
		2.1.2 Create simulation teaching environments	Simulation teaching capacity increased through development of education precinct	2015/16
		2.1.3 Utilise technology to deliver education remotely	Opportunities to utilise telehealth for education purposes identified	2015/16
			Capability of the e-learning system to be used remotely enhanced	
	2.2 Continue to enhance research partnerships	2.2.1 Update partnership agreements with teaching and research partners regarding occupancy and redevelopment	Signed agreements in place with all relevant partners	Dec 2013
		2.2.2 Diversify and grow RVEEH strategic partnership base with other institutions	Partnerships, including clinical, teaching and research, identified and aligned with Clinical Services Plan requirements	2015/16
		2.2.3 Identify partnerships for future development of cochlear services	Affiliation agreements in place with industry groups	2014/15
	2.3 Work with research partners to make translational research a priority	2.3.1 Establish criteria for translational research in collaboration with research partners	Criteria for translational research established	2014/15
	2.4 Develop world class teaching and research facilities	2.4.1 Develop Edward Nield building as a community education precinct, identifying opportunities for consumer participation	Funding strategy developed	Dec 2013
			Fundraising campaign commenced	Jan 2014
			Development commenced	2016/17

3. Lead workforce capability building for Eye and Ear health services

VICTORIAN HEALTH PRIORITIES FRAMEWORK	STRATEGIES	ACTIONS	MEASURES OF SUCCESS	TIME FRAME
Expanding service, workforce and system capacity	3.1 Develop a RVEEH workforce plan to ensure a sustainable future	3.1.1 Implement the workforce plan to promote increased staff retention, a workforce profile that meets future requirements, and staff development plans that maintain staff competencies and define clinical scope of practice	Workforce profile is matched to future service needs (10 year focus)	March 2014
			Staff retention rates improved in areas of identified need	June 2014
		3.1.2 Complete implementation of the Nursing Professional Development Plan and undertake evaluation	Nursing Professional Development Plan progressed and evaluated	March 2014
			Nursing roles embedded in multidisciplinary team approach in outpatients	June 2014
	3.2 Implement team based models of care	3.2.1 Review Model of Care for Glaucoma Service	Team based Model of Care developed and evaluated	Feb 2014
			Model implemented across all relevant existing glaucoma sessions	June 2014
	3.3 Further develop and refine human resource systems and processes	3.3.1 Refine performance appraisal process and tool	Updated organisation wide performance appraisal process implemented	March 2014
			Medical workforce performance appraisal revised and implemented	June 2014
		3.3.2 Consolidate e-learning governance and implementation	Stage 2 of the Eye and Ear e-learning system implemented with improved functionality and reporting	March 2014
			All mandatory training KPIs met	June 2014
		3.3.3 Evaluate current process for timesheets completion and submission to improve efficiencies and competencies	Current timesheet processes reviewed, recommendations developed and implemented	March 2014
	3.4 Continue to recognise staff achievements	3.4.1 Evaluate the ongoing benefit of the 360 degree feedback process	360 degree feedback process is reviewed and recommendations implemented	March 2014

4. Partner with our consumers, communities and other organisations to deliver improved eye and ear health

VICTORIAN HEALTH PRIORITIES FRAMEWORK	STRATEGIES	ACTIONS	MEASURES OF SUCCESS	TIME FRAME
<ul style="list-style-type: none"> Developing a system that is responsive to people's needs Increasing accountability and transparency 	4.1 Continue to enhance collaboration with other organisations to improve eye and ear health for the community	4.1.1 Implement and review updated referral guidelines	Evaluation undertaken and improvements implemented based on feedback from all key stakeholders, including consumers	June 2014
		4.1.2 Design and implement a new partnership model with Australian College of Optometry (ACO)	New referral pathway identified with ACO	Dec 2013
			New approach piloted and evaluated, with feedback from all key stakeholders, including consumers	March 2014
			New business model in place	June 2014
	4.2 Establish a consumer centred health system by including consumers in the development and design of quality healthcare	4.2.1 Review the RVEEH consumer participation framework in line with Australian Commission on Safety and Quality in Health Care National Standards	RVEEH consumer participation framework updated	Nov 2013
		4.2.2 Ensure consumer involvement in RVEEH activities	Consumers recruited to all clinical Redevelopment User Groups	Nov 2013
			Patient centred care resources and training methods established	Dec 2013
			Consumer involvement in organisation activities tracked	2014/15
			Impact of consumer involvement in redevelopment design identified and evaluated	2016/17
		4.2.3 Develop Aboriginal Health Strategy for RVEEH	RVEEH Aboriginal employment plan confirmed and initiated	Oct 2013
			Aboriginal ear health outreach clinics at the Victorian Aboriginal Health Service sustained	June 2018
			Strategy approach confirmed and implementation initiated	2014/15
		4.2.4 Development of a Consumer Participation Evaluation Plan	Partnering with Consumers Framework developed, implemented and evaluated and improvements to care delivery introduced	2014/15
		4.2.5 Implement a patient focused booking process for Ambulatory Services patient appointments	Patient booking process meets the requirements of the Specialist Clinics in Victorian Public Hospitals policy	2014/15
	4.3 Identify partner opportunities in the private sector	4.3.1 Develop new and expand current relationships and linkages with primary care givers	Opportunities with Medicare Locals and other primary care organisations identified and implemented	2016/17
		4.3.2 Enhance partnership opportunities for cochlear services to deliver outreach services	Outreach services established to manage ongoing habilitation and troubleshooting	Feb 2014
			Regional outreach clinic pilot established	April 2014

5. Build a sustainable future

VICTORIAN HEALTH PRIORITIES FRAMEWORK	STRATEGIES	ACTIONS	MEASURES OF SUCCESS	TIME FRAME
<ul style="list-style-type: none"> Utilising e-health and communications technology Increasing the system's financial sustainability and productivity 	5.1 Ensure the models of care at RVEEH improve patient experiences	5.1.1 Implement Model of Care for General Eye Clinics (Phase 2)	Acute Ophthalmology Service and Surgical Ophthalmology Service clinics established across all existing sessions	June 2014
			Single surgical waiting list in place for Surgical Ophthalmology	June 2014
			Evaluation of consumer experience	June 2015
	5.2 Ensure the RVEEH capital development meets future requirements for Ophthalmology and ENT	5.1.2 Implement Model of Care for Ocular Diagnostics and Genetics	Model of care implemented and evaluated	June 2014
		5.2.1 Ensure RVEEH service planning assists in implementing RVEEH Strategy	Clinical Service Plan developed which defines the core services of the hospital and the partnerships formed to support delivery of these services	June 2014
		5.2.2 Ensure RVEEH involvement in appointment of appropriate Construction Manager for the Redevelopment Project	RVEEH representatives on tender panel	Aug 2013
			Construction Manager commenced	Oct 2013
	5.3 Establish an Electronic Medical Record (EMR) for RVEEH	5.2.3 Ensure Capital program is delivered in accordance with project timeframes	Project timeframes on capital program met	Ongoing until 2017
		5.3.1 Continue to implement EMR strategy for RVEEH	Digital Health Record scanning project implemented as per project plan	June 2014
			Clinical viewer project initiated	
	5.4 Optimise the use of resources in an efficient and sustainable way through enhanced organisational decision support	5.3.2 Implement clinical systems	Clinical systems implemented in line with the EMR strategy. Pathology and Radiology systems integrated into Eye and Ear EMR	2015/16
		5.4.1 Continue to implement the Business Intelligence Tool to improve decision making and benchmarking	Existing scope for inpatients, surgery and outpatients re-evaluated	Jan 2014
			Standard reports developed for all areas	March 2014
			Components for Human Resources and Finance developed within the Business Intelligence system	June 2014
		5.4.2 Implement Phase 2 of the finance system, including asset management if appropriate	Phase 2 of the finance system implemented	March 2014
		5.4.3 Improve clinical costing and 'profitability' reporting to enable national pricing framework reporting	Gap analysis comparing current income against national pricing model completed	Dec 2013
			Implications for service delivery models identified	March 2014
		5.4.4 Increase the number of CMBS clinics implemented	CMBS budget revenue target met	June 2014 and ongoing
		5.4.5 Develop and implement sustainable audit and monitoring framework for outpatient new and review waiting lists	Audits implemented as per schedule	Jan 2014
		5.4.6 Review the RVEEH risk management framework	Risk management framework reviewed and revised as required to incorporate National Safety and Quality Health Service Standards requirements and redevelopment	Dec 2013
		5.4.7 Meet all the requirements of the Statement of Priorities	Deliverables and performance targets achieved	June 2014 and ongoing on a per annum basis

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