



Strategic Plan 2019-2021



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Message from Chair of the Board and Chief Executive Officer

The Royal Victorian Eye and Ear Hospital (the Eye and Ear) is proud to introduce our Strategic Plan 2019–2021. The Strategic Plan outlines the priorities, commitments and actions to achieve the goals that have been set during this period.

The plan sets a clear direction for the Eye and Ear for the next three years as well as detailing a vision for a future state; imagining the services that will be provided to patients in 10 years' time.

The Eye and Ear delivers world leading eye and ear care to the community of Victoria. We ensure that patients remain at the centre of our care, recognising that many have vision loss or hearing loss.

In an environment of increasing demand and complexity, rising community expectations and advances in technology, the Eye and Ear continues to think differently about the ways in which care is provided to meet the needs of patients and the community. This plan builds on our previous success and record of innovation in meeting these challenges. Our Strategic Plan covers the financial years 2019-2021 and is comprised of four strategic priorities. Together, these capture the Eye and Ear's commitment to clinical excellence, leadership in eye and ear care, research, innovation and staff engagement to deliver an outstanding patient experience.

This plan is placed within the landscape of Victoria's health sector goals and strategic priorities as outlined in the *Health 2040* strategy and the prioritisation of patient safety highlighted by the recommendations in *Targeting zero, the review of hospital safety* and quality assurance in Victoria report.

Our Board and Executive team thank staff, consumers and healthcare partners for their valuable contribution in developing the plan and our strategic priorities. Continued engagement with stakeholders will be fundamental to our ability to deliver against the actions set out in the plan.



Dr Sherene Devanesen, Board Chair



Brendon Gardner, CEO

Our Vision, Mission and Values

Our Vision

A world leader providing exceptional care

Our Mission

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

Outstanding patient experience

Exemplary leadership

Inspiring our people

Building a platform for the future

Our Values

Integrity, Care, Teamwork, Excellence



Where we are now

The Eye and Ear is internationally recognised as a leader in clinical service delivery, teaching and research in both ophthalmology and otolaryngology. Staff are proud to work for an organisation known for the delivery of high quality safe care and world leading innovations in eye and ear services. The Eye and Ear is led by an experienced and dedicated Board. The Board's oversight of performance and compliance is strengthened by a range of committees supporting quality and safety, financial management, audit, and primary care and population health. In addition, the Community Advisory Committee provides feedback and advice to the Board on strategies to engage the community in service improvement and innovation.

As the largest public provider of ophthalmology and Ear, Nose and Throat (ENT) services in Victoria, the Eye and Ear provides state-wide specialist tertiary and emergency eye and ear health care. We deliver more than half of Victoria's public eye surgery and all of Victoria's public cochlear implants. We have over 60 different specialist clinics for the diagnosis, monitoring and treatment of vision and hearing loss and provide a 24-hour emergency eye and ENT health service.

Operating from a central hub in East Melbourne, services are also provided in community settings and in collaboration with other service providers such as the Victorian Aboriginal Health Service. Telehealth facilities have been established with regional and rural health services across Victoria.

We are a world leading teaching and research centre. The quality of care provided

is enhanced through the strong research culture embedded in the relationships with our research partners. Many groundbreaking innovations have been developed at the Eye and Ear such as the Australian Cochlear Implant now manufactured by Cochlear Ltd, and the development of an Australian 'bionic eye'.

The Eye and Ear has a key research partnership with the Centre for Eye Research Australia (CERA), the pre-eminent eye research institute in Australia. The majority of eye research conducted at the hospital is led by CERA researchers, many of whom also work as ophthalmologists at the hospital. Other key research partnerships include The University of Melbourne, the Bionics Institute, Bionic Vision Technologies, Lions Eye Donation Service and The HEARing CRC.

Training programs are in place for medical, nursing and allied health disciplines. All Victorian-trained Ophthalmologists complete the Eye and Ear training program, as do many Victorian-trained ENT surgeons. As a result of the Eye and Ear's international reputation for excellence, registrar and fellow placements are highly sought after from all over the world. In the last 10 years, ophthalmology and ENT fellows and registrars from more than 20 countries have studied at the Eye and Ear. The Emergency Department is also involved in the training of emergency physicians. We are active members of the World Association of Eye Hospitals and the American Association of Eye and Ear Centres of Excellence and locally we are members of the Melbourne Academic Centre for Health.

Central to the hospital's success is a committed, talented and highly engaged workforce dedicated to the provision of eye and ear care. We are an employer of choice, providing an inclusive work environment and supporting all of our staff to achieve their best.

The hospital is home to a dedicated group of volunteers who assist in a range of roles including offering support and reassurance to patients in need. Consumers are engaged in planning and decision making at all levels from the boardroom to the bedside. We strive to provide inclusive and equitable health services to all Victorians, particularly members of the community who may be disadvantaged. We work to ensure that our service is sensitive and welcoming to people experiencing hearing loss and vision loss. A strong focus on closing the health gap for Aboriginal and Torres Strait Islander people will continue to deliver improved eye and ear health outcomes for these communities. We also recognise the importance of providing our services in ways that are appropriate to meet the needs of a culturally diverse population.

A major redevelopment is currently underway to create a modern facility which will enable us to continue to provide safe, effective and efficient patient centred care into the future.



Our Future



Over the coming years, the Eye and Ear will have to respond to both the opportunities and challenges arising from an ageing population and workforce, new technology, our redevelopment project, health reforms, environmental sustainability and a constrained fiscal environment.

Increasing demand for our services and the responsibility for managing the most complex eye and ear health care needs in Victoria, mean we need to think differently about the ways in which we provide care to our community.

An ageing population, which is increasingly discerning

The Victorian population is ageing and this will rapidly increase the demand for eye and ear healthcare services. Services must be person-centred, flexible and delivered in partnership with the consumer.

Health workforce

There is an increasing focus to develop new workforce roles to respond to advances in health technology, emerging evidence based healthcare practices and workforce shortages, to ensure job satisfaction for all staff. The priority for the next three years is to identify new clinical pathways and models of care and to monitor the impact this will have on our workforce requirements. There is a need to train and support greater numbers of healthcare workers as the current workforce ages and retires.

Partnering with consumers and the community

Today's patients and carers have greater access to health information and wish to be active participants in discussions and decision making about their care and treatment. This is a great opportunity for our workforce to work differently and to engage fully with our consumers when providing care.

Health services will work more collaboratively and partner with consumers in committees and project teams. Consumers expect to be fully engaged in planning, decision making, designing care, and measuring and evaluating service outcomes.

New Technology

The ability to diagnose and treat a broader range of eye and ear, nose and throat (ENT) conditions will continue as a result of rapid growth and sophistication in health technologies. Information technology, business intelligence, telehealth, mobile applications and clinical information systems – like the electronic medical record (EMR) – are rapidly changing the way services are delivered. Artificial intelligence is predicted to play an increasing role in the interpretation of diagnostic results with the potential to significantly change the way in which services are provided.

Teaching and Research

At the Eye and Ear, a key objective is to foster research that enhances patient care, challenges clinical practice and promotes innovative health service delivery. This is done alongside a world class specialist teaching and training program. The future holds many opportunities to build greater collaboration between teaching and our research partners, and to embrace new teaching methodologies to further enhance our education programs.

Finances

Health care costs have grown rapidly in recent years. Governments across Australia and internationally are making efforts to contain costs with a focus on improved efficiency.

Redevelopment

While the redevelopment is in progress, the hospital's services are being delivered from two sites – the Day Surgery and Specialist Clinics from Eye and Ear on the Park and the Emergency Department, Operating Theatres, inpatient ward and our research partners at the main site. When completed, the new facility will provide a contemporary environment within which patient-centred, evidenced-based services will be delivered.



Eye and Ear Care in 2030

Based on changes seen over the past 10 years – including the changing health environment at local, statewide and national levels and the changing needs and the expectations of our patients – we can begin to project a view of what the Eye and Ear will look like in 2030. The following diagram depicts this predicted state.



Eye and Ear Care in 2030

Better care in the community supported by technological innovations

- Empowered and health literate patients
- Patients and carers educated on eye and ear safety
- Self-care capability for patients with

Shared decision making between patients and clinicians resulting in greater choice and control

Supporting research to enhance prevention and deliver new clinical treatments

Acute Care

• Multidisciplinary care

Seamless patient journey

Primary and Community Care

- close to home
- Seamless transfer of

Chronic Care

- trained in eye and ear care

Early diagnosis and management enhanced by artificial intelligence and new technologies

Highly skilled, adaptable specialised

workforce

- Community carers

Our Strategic Priorities 2019–2021

The Eye and Ear Strategic Plan 2019-2021 is comprised of four strategic priorities:



Strategic Priority Outstanding Patient Experience

Includes patient empowerment, safety and quality, access, and care models

Our Objectives:	Our Commitment:	Our Actions:
Empowerment	Our patients are in control of their own health care journey	 Improve systems, including social media, to enable patients and carers to access information about health conditions and care related questions from home Improve discharge processes for patients and communication with external referrers and care providers Build on processes and systems to inform our community about improvements we make in response to their feedback Build on processes for open disclosure Enhance transparency of performance reporting to help improve patient and consumer understanding of the data
Quality and Safety	Our patients receive safe, high quality care and treatment	 Successfully achieve accreditation against National Standards second edition Enhance clinical outcome measurement/audit to inform research and improvement activities Embed a culture of continuous improvement, incorporating consumer co-design, to address quality and safety risks and consumer feedback issues
Access	Our patients get the service they need when they need it	 Reduce waiting times for clinical services including: specialist clinics appointments, elective surgery and access to emergency services Support the provision of care to patients closer to their homes through the use of digital technology Focus activity to achieve Department of Health and Human Services (DHHS) Statement of Priorities targets

Our Objectives:	Our Commitment:	Our Actions:
Care models	Our patients benefit from evidence-based service models	 Develop evidence-based, consistent clinical pathways for our most common conditions Progress Close the Gap initiatives Continue to plan, implement and monitor new models of care in preparation for the completed redevelopment and the increasing demand for our specialist services



Strategic Priority Exemplary Leadership

Includes expertise, reputation and innovation in research, patient care and education

Our Objectives:	Our Commitment:	Our Actions:
Research	We are known and renowned locally, nationally and internationally for the work we do	 Value and incorporate research as a core function Share research and clinical expertise locally, nationally and internationally Facilitate research by our clinician researchers Enhance external research partnerships Strengthen our relationship with the Centre for Eye Research Australia (CERA) Develop processes to increase philanthropic and other research funding support in collaboration with research partners
Reputation	We are the organisation of choice for patients and staff for the specialty services we provide	 Actively promote our participation in the World Association of Eye Hospitals and other local, national and international collaborative activities Use our expertise and influence to develop partnerships and innovative approaches to providing specialist care Further increase awareness of the Eye and Ear's reputation as a centre of excellence and innovation
Innovation in care	We lead innovation in new and emerging research, care and treatment modalities, in conjunction with our research partners	 Participate in clinical trials of new treatment modalities (eg: bionic eye, new cochlear devices) Review use of artificial intelligence and new technologies, to enhance and support the provision of changing models of care Explore opportunities to adopt Digital Health innovations to improve our patient care, teaching and research

Our Objectives:	Our Commitment:	Our Actions:
Education and training	We develop and implement innovative education and teaching modules	 Build state of the art education facilities incorporating the latest technology and equipment Work with education partners to prepare health professionals to be leaders in clinical practice



Strategic Priority Inspiring our people

Our capable and engaged leaders enable the delivery of high quality, safe patient care, and maintain a transparent and supportive culture

Our Objectives:	Our Commitment:	Our Actions:
Culture	Our staff and volunteers are positive and engaged	 Leaders promote a culture of continuous improvement Continue to build a culture of respect, inclusion and fairness Build capability across our workforce to engage with our diverse community Celebrate achievements of staff and volunteers through recognition and reward programs
Capability	Our environment nurtures learning and development for our staff and consumers	 Build leadership capability through providing professional development opportunities Encourage innovation and build workforce capability across the hospital to enable effective changes to models of care Establish a model of interdisciplinary learning/education and training to support new models of care
Workforce	We are viewed as an employer of choice, attracting and retaining qualified and capable staff	 Embed proactive recruitment practices to attract highly skilled, competent and diverse staff Build succession plans for key roles Identify and build workforce capabilities for future models of care Support staff to transition into new or changing roles Provide a safe environment for staff

Strategic Priority Building a Platform for the Future

Comprises financial and environmental sustainability, facilities and technology that enable us to innovate and grow

Our Objectives:	Our Commitment:	Our Actions:
Building provider partnerships	We work with our community partners to streamline care for our patients	 Build relationships with primary care partners to support streamlined patient care and improve transition of care back into the community Seek opportunities to work with metropolitan and rural health services to decentralise non-acute services
Redevelopment	We provide first class care and treatment in a 'state of the art' facility	 Complete the redevelopment project Actively support and engage staff in redevelopment change planning
Digitising health	Our electronic patient management systems enable a seamless patient journey including communication to their primary care providers	 Develop and implement a new Digital Health Strategy Complete EMR Phase 1 project (FirstNet and expanded clinical documentation) Implement a patient flow and queuing system for Specialist Clinics Examine ways to improve communication with referrers and patients digitally
Sustainability: financially and environmentally	We support sustainable practices	 Implement hospital efficiency and risk management strategies to ensure effective and efficient use of resources Improve use of clinical costing data to support astute decision making Build new donor relationships and continue to work with our philanthropic supporters to attract funding Foster and promote environmental and sustainable principles that protect the health and wellbeing of our staff and community

Implementing our Strategic Plan

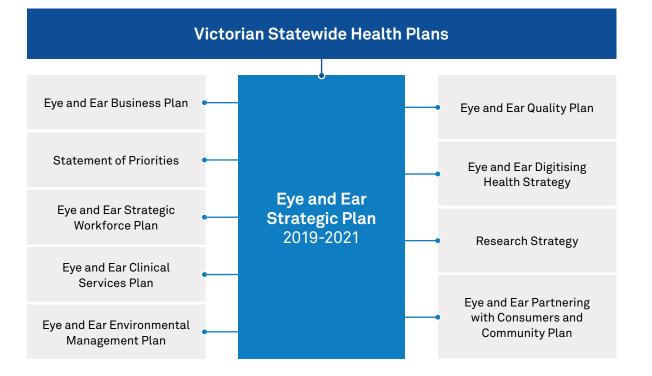


Delivery of our Strategic Plan will be monitored by our Board, led by our Executive and implemented by our staff. Our consumers and stakeholder organisations will play an integral role in supporting and collaborating with us to implement our strategic actions.

Our annual business and organisational plans will capture the specific projects, objectives and accountabilities associated with each strategic priority action. We will report on our progress and performance.

Eye and Ear Planning Framework

Victorian State Health Plans ie: Health 2040: Advancing Health, Access and Care; and Targeting Zero Avoidable Harm have provided a foundation for us to develop our Strategic Plan 2019-2021 which is supported by a suite of specific Eye and Ear service plans. (See below)



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