



the royal victorian
eye and ear
hospital

Strategic Plan 2023-2027



Contents

Strategic Plan 2023-2027	Page
Message from the Chair of the Board and Chief Executive Officer	4
Overview	5
How we make a difference	7
Our Specialist Role	8
Our Core Responsibilities	9
Our Operating Environment	10
Our Services & Achievements	11
Our Stories	12
How we will strengthen our future impact	13
Our Mission, Vision & Guiding Principles	14
Our Strategic Pillars	15
Our Enablers	15
Our plan in action	23
How we developed the plan	24
How we will deliver against the Plan	25
What success will look like	26



Acknowledgement

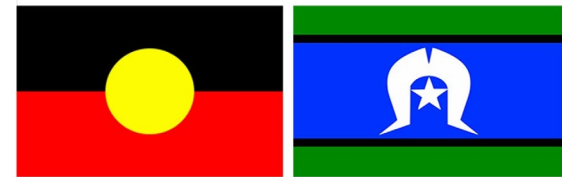


Artist: Mandy Nicholson, Wurundjeri

The meaning: Mannagum leaf - welcoming of visitors, used in smoking ceremony. Embedded in the leaf are circles depicting continuation of cultural practices and ceremony today and the sharing of our cultures with others. The waterways symbolise the waterways that run into the Birrarung (Yarra) and become one, so we begin our shared history of Melbourne.

The Royal Victorian Eye and Ear Hospital would like to acknowledge and pay respect to the Traditional Custodians of this land.

We acknowledge that the land we meet and work upon is the traditional lands of the Wurundjeri people, and pay our deep respects to Woi Wurrung Elders past, present and emerging, and to all Elders of the Kulin Nation.



Message from the Chair of the Board & Chief Executive Officer

The Royal Victorian Eye and Ear Hospital (the Eye and Ear) is proud to present its Strategic Plan for 2023-2027. The plan sets the hospital's direction for the next five years and details our strategic goals for this period.

As we emerge from the COVID-19 pandemic, our focus remains on providing the highest quality eye and ear, nose and throat care to improve consumer outcomes for all Victorians. We will continue to work closely with our current and potential future partners to assess innovative ways we can improve the provision of specialist healthcare for the community.

The Eye and Ear Strategic Plan is centred around three pillars which capture our commitment to being a centre of excellence in specialist care, education and training, and research and innovation, all delivered by an exceptional and empowered workforce.

- Leading through excellence
- Advancing specialist care
- Supporting and growing our people.

The plan is aligned with the Victorian Government's goals and priorities for the health system as outlined in ***Health 2040: Advancing health access and care*** and seeks to respond to recovery and reform priorities in an increasingly complex environment. The Eye and Ear is ambitious. We will continue to build on our previous success and strive for excellence in all we do. We will continue our technological and digital transformation. We will continue to improve patient outcomes and experience through innovative models of care and reduced barriers to access.

The hospital's Board and Executive would like to thank our workforce, volunteers, consumers and partners for their valued inputs into the development of this plan. We are greatly appreciative of the contributions. Integral to the success of this plan will be continued engagement with our stakeholders, and collaboration with our current and future partners, consumers and staff will be fundamental to delivering the strategic priorities and goals set out in this plan.

Dr Sherene Devanesen,
Chair, Board of Directors



Brendon Gardner,
Chief Executive Officer



Overview

As a world leading eye, ear, nose and throat (ENT) specialist service, we progress and provide exceptional care, delivered by an empowered and sustainable workforce.

Mission

We improve health and wellbeing outcomes through excellence in clinical care, teaching and education, research and innovation

Strategic Pillars

Leading through Excellence
Advancing Specialist Care
Supporting and Growing our People

Vision

We will inspire and advance specialist eye and ENT care

Guiding Principles

Integrity
Inclusive & Accessible Care
Collaboration
Excellence

Enablers

Our Partners & Consumers
Our Infrastructure & Technology
Financial & Environmental Sustainability

Overview

Over the next five years, the Eye and Ear will work to achieve the following interrelated strategic pillars and goals.

Strategic Pillars	Leading Through Excellence	Advancing Specialist Care	Supporting and Growing Our People
	<i>Achieving the best possible patient outcomes through leadership in training, education, research and innovation.</i>	<i>Our consumers benefit from access to progressive, impactful and responsive care, and outstanding experiences.</i>	<i>Embedding a thriving culture of learning, safety and wellbeing through effective leadership.</i>
	Goals	Goals	Goals
	We design and deliver innovative training and education approaches to build exceptional capabilities across the specialist workforce to benefit the state	We provide safe and timely access to the highest quality specialist care	We embed an inspiring culture of learning, development and continuous improvement
	We collaborate with our research partners and translate this activity to enhance patient outcomes	We deliver new and innovative workforce and service models that directly benefit our consumers and community	We champion and prioritise the safety, health and wellbeing of our workforce
	We continuously evolve how we work with our partners to support access to care in the right setting	We embrace and effectively respond to the diverse needs of our patients and consumers	We uphold exemplary standards of transparency, accountability and inclusion through our governance and leadership approaches

Enablers					
Our Partners	Our Consumer Engagement	Our Infrastructure	Digital/technology	Financial Sustainability	Environmental Sustainability
We harness the collective strengths of our partners to streamline care and improve outcomes and experience	Our consumers collaborate with us to improve our systems and processes	We deliver effective and efficient care through fit for purpose infrastructure	We adopt technologies that enhance clinical and administrative practice, integration of care, and consumer experience	We aim to deliver effective financial management	We support sustainable operations through best practice and innovative environmental initiatives

How we make a difference



Our Specialist Role

The Royal Victorian Eye and Ear Hospital ('Eye and Ear') is Australia's only specialist eye, ear, nose and throat (ENT) hospital and has been caring for the community and improving wellbeing since 1863.



Our role in the Victorian health system is unique - it is defined by our specialist care and contributions to education, training, research and innovation.

Specialist
Clinical Care

Education &
Training

Research &
Innovation

As a founding member of the World Association of Eye Hospitals (WAEH) since 2007, the Eye and Ear is a recognised leader in clinical service delivery, education and training, and research. We are committed to improving the experience and outcomes for our patients and workforce, whilst also contributing to our specialties at an international level.

We provide a 24-hour emergency eye and ENT service and offer over 60 specialist outpatient clinics for the diagnosis, monitoring and treatment of vision and hearing issues. We are proud to deliver more than half of Victoria's public eye surgery and the majority of Victoria's public cochlear implants. Importantly, we respond to the needs of Victorians across the life spectrum, from birth through to older age.

We are a world-renowned teaching and research centre and have strong partnerships with the Centre for Eye Research Australia, The University of Melbourne, the Bionics Institute, Bionic Vision Technologies, HEARnet and the Lions Eye Donation Service. We provide medical, nursing and allied health training. All Victorian Ophthalmologists are trained through the hospital.

Central to our success is our talented clinical and non-clinical workforce. We champion their development and continue to build our collective capabilities through education and training. Our consumers* and workforce are supported by our dedicated volunteers who assist in a range of roles including offering support and reassurance to those in need.

Our commitment to advancing clinical care and improving outcomes is underpinned by consumer engagement, innovation, research and technology. We launched our inaugural Digital Health Strategy and have commenced investment in an electronic medical record system.

We strive to provide inclusive and accessible health services for all Victorians. We recognise the importance of providing services in ways that meet the needs of a diverse population and have a strong focus on closing the health gap for Aboriginal and Torres Strait Islander peoples. Our Innovate Reconciliation Action Plan, Disability Action Plan and Partnering with Consumers and Community Plan demonstrate our continued commitment to meet the diverse needs and improve the outcomes via provision of safe care.

* The Safer Care Victoria [Partnering in healthcare framework](#) broadly use the term 'consumer' to refer to people, families, carers and communities who are current or potential users of health care services. The term also includes: people who choose to get involved in decision-making, health consumer representatives who provide advice on behalf of consumers, with the overall aim of improving healthcare, and carers who often have an important role in healthcare decision making and care giving.

Our Core Responsibilities

The Eye and Ear delivers a range of functions that are aligned to our role as a statewide specialist service provider.

Lead. Deliver specialist leadership and advice through safe and effective specialist care, pioneering research and education. Provide acute ophthalmic care at the highest level of complexity and be the lead provider of services that require critical volume and clinical expertise for viability.



Develop: Champion specialist workforce development, staff education, training, mentoring, and career pathways at all levels and disciplines. Build the workforce capacity and capability, and embed a culture of trust, respect, and excellence.



Grow. Improve access to care and eye and ENT health outcomes across the State. Enhance capacity and develop new models to respond to growth and change in service demand.

Innovate: Improve the way care is provided to our patients through the use and uptake of new technology and contemporary service and workforce model advancements.



Connect. Integrate services and connect with primary and tertiary care providers, regional health services and community providers to support shared care and provide clinical advice and specialist support as required to other services.



Learn: Continue to use data to support the research and education undertaken and translate this into improved patient outcomes.



Collaborate: Work in partnership to deliver patient-centred care that considers preventative models and care outside the hospital. Develop evidence-based clinical guidelines and innovative practices that support collaboration.

Empower: Support our patients to make informed decisions regarding their health and help them navigate the service system. Build the respect and trust of our consumers.



Our Operating Environment

The Eye and Ear is responsive to our operating environment and the Victorian Government policy framework.

The Australian health system is facing growing pressures, including unprecedented population growth and ageing, the rise in chronic disease, and increasing financial and environmental costs of care.

Similar challenges are being experienced by specialist hospitals worldwide. These include:



In response, Government policy is shaping the reform of the healthcare system, with a strong focus on integrated and responsive service design. Throughout the COVID-19 pandemic, we have continued to evolve the way we operate, including the ways we work with our partners to deliver integrated care, how we use technology, and a focus on shifting care out of the hospital and into the home and community.

The Victorian Government **Statewide Design, Service and Infrastructure Plan 2017-2037**, details the future design of the Victorian health system. It provides the blueprint for how Victoria will deliver better, safer care and treat more patients sooner. Five priority areas chart the path forward.

- Building a proactive system that promotes health and anticipates demand
- Creating a safety and quality-led system
- Integrating care across the health and social service system
- Strengthening regional and rural health services
- Investing in the future - the next generation of healthcare.

The Victorian Government's **Health 2040: advancing health, access and care strategy** presents a clear vision for the health and wellbeing of Victorians. Key goals for the Victorian healthcare system include:

	A system geared to prevention as much as treatment
	Everyone understands their own health and risks
	Illness is detected and managed early
	Healthy neighbourhoods and communities encourage healthy lifestyles
	Care is always there when people need it
	More access to care in the home and community
	People are connected to the full range of care and support they need
	There is fair access to care
	Target zero avoidable harm
	Healthcare that focuses on outcomes
	People are active partners in care
	Care fits together around people's needs



Our Services & Achievements

Our achievements in education & training and research & innovation, support excellence in care. Our clinical practice, teaching and research capabilities are integrated and enhance quality of life for our consumers



Clinical Care

24/7 Emergency Care

Elective Surgery

Specialist Clinics

Over the past 5 years:

- We delivered over 77,000 inpatient episodes of care
- We completed over 27,000 lens procedures, 24,000 retinal procedures and 4,000 glaucoma and complex cataract procedures
- We completed over 8,500 ENT procedures and over 800 cochlear implants

In 2021-2022:

- We offered over 60 different specialist clinics
- We delivered over 100,000 specialist appointments
- We cared for over 38,000 Emergency Department presentations
- Ophthalmology appointments accounted for 78% of total appointments



Education & Training

Medical & Surgical Pathways

Nursing & Allied Health Pathways

Non-clinical Education & Training

In 2022, the Eye and Ear:

- Trained 44 ophthalmologists, 3 ENT surgeons, 28 ED physicians and 1 anaesthetist
- Supported the training and development of 79 nursing and 119 allied health professionals
- Embedded our 'Leading with Impact' program for new, emerging and experienced leaders



Research & Innovation

Clinical Trials

Publications

Innovative care models

In 2022:

- We established telehealth services with Victorian regional & rural health services
- We participated in 28 clinical trials and contributed to 269 publications, informing clinical practice

Our Stories

We are proud of the significant impact we make on the lives of our consumers.

Our Sports-related Eye Trauma Study

An Australian first study conducted by clinicians at The Royal Victorian Eye and Ear Hospital revealed which sports are most dangerous when sustaining eye trauma injuries in people under 18 years of age.

The Eye and Ear sees over 40,000 presentations to the Emergency Department in a typical year, with many of these cases attending due to sports-related eye trauma. The study noted that from a sample of over 1,700 Eye and Ear emergency presentations, 54% of eye injuries were attributed to ball sports.

Led by Professor Carmel Crock OAM, Dr Rahul Chakrabarti and Dr Gizem Ashraf, the study *Sports-related ocular injuries at a tertiary eye hospital in Australia: A 5-year retrospective descriptive study, analysed emergency presentations at the Eye and Ear*.

Fourteen-year-old Yianni was treated at the Eye and Ear after a football hit him in his left eye. After attending the hospital's Emergency Department and subsequent follow-up Specialist Clinic appointments, Yanni regained normal vision.

It is anticipated the new research will promote policy changes to support greater safety in sports, particularly amongst young people.



Our Cochlear Implant Clinic

One-year-old Knox was diagnosed with profound hearing loss at birth. It was later discovered that Knox was born with Congenital Cytomegalovirus (CCMV), an infection that can cause a range of health risks for unborn babies, which resulted in hearing loss. After a number of consultations at the Eye and Ear's Cochlear Implant Clinic, Knox received bilateral cochlear implants.

The cochlear implant journey for young patients like Knox begins with helping the family understand more about the cochlear implant. This includes what the benefits are, further detail on the assessment process and what the overarching goals will be.

Knox's treatment at the Eye and Ear involves support from a multidisciplinary team which includes ongoing review from the medical team (ENTs), regular checks of his processor and implant (mapping) by the audiologists, ongoing speech and language assessment with a speech pathologist and, in the initial stages, therapy sessions with a speech pathologist. Knox and his family have also undertaken a bilingual approach by taking Auslan lessons to further enhance communication.

An Eye and Ear speech pathologist typically acts as a case manager for young implant recipients until they reach school-age, providing them with an ongoing continuity of care.



How we will strengthen our future impact



Our Mission, Vision & Guiding Principles

We are ambitious and motivated for our future. We will approach Government's recovery and reform objectives with this drive and seek opportunities to enhance our performance and productivity, and strengthen our reputation as a leader in our field.

Our Mission

We improve health and wellbeing outcomes through excellence in clinical care, teaching and education, research and innovation.

Our Vision

We will inspire and advance specialist eye, ear, nose and throat care.




Our Guiding Principles


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




Excellence
We give our personal best at all times, deliver exemplary care and experience, monitor performance, and seek continuous improvement through innovation.



Inclusive & Accessible Care
We are compassionate, thoughtful and responsive to the needs of our consumers.



Collaboration
We communicate openly, respect diversity of views and skills, and work effectively with partners and in multi-disciplinary teams to deliver optimal outcomes.



Our Strategic Directions

Over the next five years, the Eye and Ear will work to achieve the following strategic pillars and related goals.

Strategic Pillars	 Leading Through Excellence <i>Achieving the best possible patient outcomes through leadership in training, education, research and innovation.</i>	 Advancing Specialist Care <i>Our consumers benefit from access to progressive, impactful and responsive care, and outstanding experiences.</i>	 Supporting & Growing Our People <i>Embedding a thriving culture of learning, safety and wellbeing through effective leadership.</i>
	Goals	Goals	Goals
	We design and deliver innovative training and education approaches to build exceptional capabilities across the specialist workforce to benefit the state	We provide safe and timely access to the highest quality specialist care	We embed an inspiring culture of learning, development and continuous improvement
	We collaborate with our research partners and translate this activity to enhance patient outcomes	We deliver new and innovative workforce and service models that directly benefit our consumers and community	We champion and prioritise the safety, health and wellbeing of our workforce
	We continuously evolve how we work with our partners to support access to care in the right setting	We embrace and effectively respond to the diverse needs of our patients and consumers	We uphold exemplary standards of transparency, accountability and inclusion through our governance and leadership approaches

Leading through Excellence

Achieving the best possible patient outcomes through leadership in training, education, research and innovation.

We are a specialist centre of excellence.

We provide:

- Specialist tertiary care that is not available elsewhere
- Education, training and mentorship to further the continued development of the current and future specialist workforce
- Research that enables innovations in the way we deliver care.

Our commitment to excellence will be achieved through continued collaboration with our current and future partners, including:

- Education providers, to support training programs
- Research institutes, to improve the quality of care and patient outcomes
- Community, primary care and other tertiary health providers, to deliver connected care in the right setting at the right time
- Peak bodies, to further respond to the diverse needs of consumers and the workforce.

Our goals

We design and deliver innovative training and education approaches to build exceptional capabilities across the specialist workforce to benefit the state

We collaborate with our research partners and translate this activity to enhance patient outcomes

We continuously evolve how we work with our partners to support access to care in the right setting

Leading through research and innovation

The Eye and Ear is committed to advancing research through our strong partnership with CERA. Through this partnership, we seek to enhance our local, national and international reputation as a leading hospital and research institute partnership delivering excellent eye research and clinical care. We will continue to:

- Undertake patient-centred translational research focussed on important unmet needs
- Achieve better treatments and faster diagnosis of eye disease
- Drive improved quality of care and clinical outcomes for our patients.

Our partnership vision is to deliver a research active hospital campus in which:

- Research features across all clinical specialties and roles
- The impact of research on quality of care is understood and promoted
- Research enables innovations that contribute to practice efficiencies
- Population health level issues are identified and prioritised.

We work with several key partners to pioneer research and implement innovative models of care to improve patient outcomes.



Advancing Specialist Care

Our consumers benefit from access to progressive, impactful and responsive care, and outstanding experiences.

Each consumer has their own unique health and wellbeing needs.

We believe that care must be holistic, responsive, and connected across primary, community, hospital and social settings. We strive to provide integrated and accessible specialist care for all Victorians.

As a Statewide provider, we care for Victorians regardless of where they are geographically located. We are committed to delivering timely and equitable access to specialist care, and the design and implementation of service and workforce models that support the provision of care in the community and close to home. We will achieve this through ongoing improvements in system integration, governance frameworks, partnerships and investment in technology.

We are committed to the provision of culturally safe care. An important commitment for the Eye and Ear is to continue working to close the healthcare gap for Aboriginal and Torres Strait Islander communities, and we are proud to continue on our reconciliation journey.

Our goals

We provide safe and timely access to the highest quality specialist care

We deliver new and innovative workforce and service models that directly benefit our consumers and community

We embrace and effectively respond to the diverse needs of our patients and consumers

Caring for our patients in the right setting

Through our role as a Statewide service provider we are accountable and responsible for supporting the specialist ophthalmology and ENT needs of regional communities.

We are proud to partner with regional communities to deliver care closer to home. Utilising telehealth and digital technologies, patients located in regional areas can have information about their eyes collected in their location and have that information sent to our doctors for review.

The program helps to support rural and regional areas and simultaneously reduce unnecessary travel for patients who would otherwise present to the Eye and Ear.

We are committed to boosting the capabilities of regional health services through building local capability, and developing innovative service models and supporting clinical governance.



Supporting and Growing our People

Embedding a thriving culture of learning, safety and wellbeing through effective leadership.

Our workforce and volunteers are integral to our success.

We continue to enhance the recruitment and retention of a highly skilled and supported workforce, and the design and delivery of contemporary workforce models. Key focus areas include:

- Embedding a learning culture and providing ongoing training, development and career progression opportunities that enable our people to work at the top of their scope
- Maintaining a continued focus on wellbeing and empowering our workforce to embed innovative solutions to improve the physical and psychological safety of our service
- Improving working conditions and providing flexibility where appropriate
- Supporting our volunteers to align their contributions with their skills and interests.

Our approach to leadership recognises the knowledge and skills across the organisation and empowers our staff to contribute to a culture of continuous improvement. We recognise the ongoing need to embed inclusive representation in leadership and governance structures, and transparency and accountability in the way we communicate internally and externally. These will remain priority areas for our service.

Our goals
We embed an inspiring culture of learning, development and continuous improvement
We champion and prioritise the safety, health and wellbeing of our workforce
We uphold exemplary standards of transparency, accountability and inclusion through our governance and leadership approaches

Supporting the nursing workforce

We are proud to retain a highly capable workforce, with almost 60% of our workforce having worked with us for more than 5 years, and one third remaining for more than 10 years. Our trusted nurses make up approximately 30% of our total workforce.

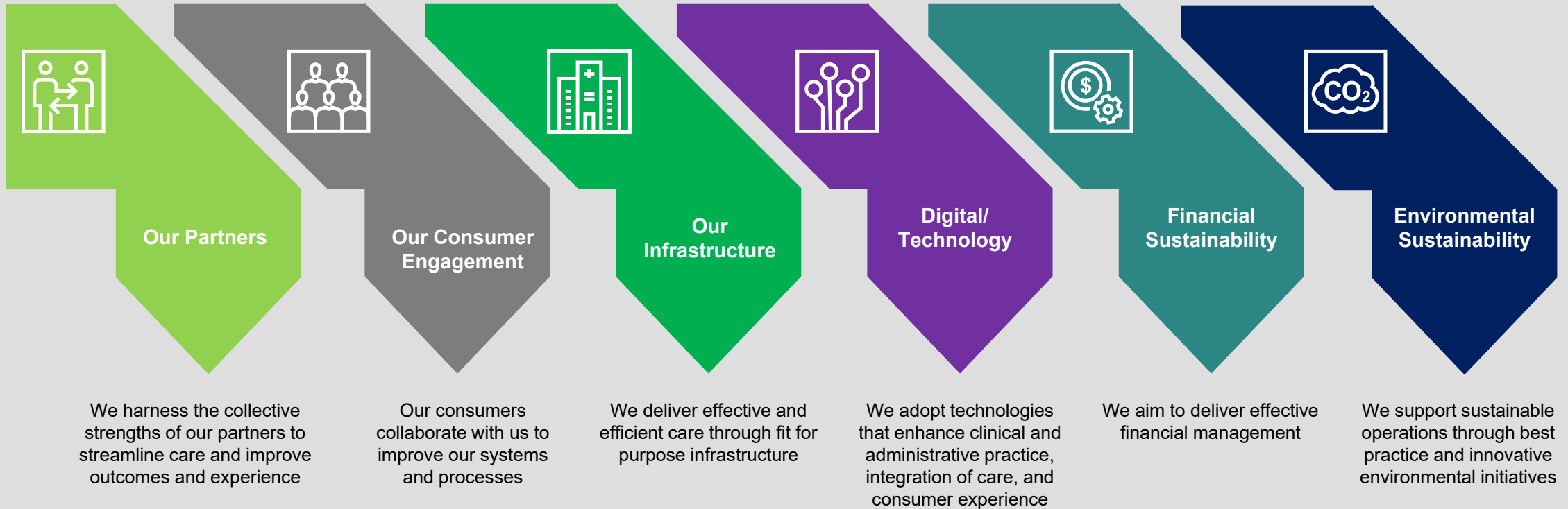
The Eye and Ear offers a Graduate Nurse Year for new Registered Nurses finishing university. This program provides a pathway to develop skills and knowledge in caring for complex eye and ENT patients.

In 2023, a new Enrolled Nurse Graduate program will run for the first time. This program provides a pathway for graduating Enrolled Nurses to gain skills and knowledge, with the view to supporting them to transition to becoming a Registered Nurse in the near future.



Our Enablers

We will achieve our vision through an ongoing focus on our partners, consumers, infrastructure, technology and sustainability. Our enablers will help us to accomplish success in delivering our goals as described in the statements below.



Our Partners

We are proud to have strong affiliations and close relationships with several leading organisations. We have a long and strong commitment to working in partnership to provide high quality and safe care, and collaborate with partners to improve existing systems and processes. We work with our partners and are grateful for their support and collaboration.

Key partners of the Eye and Ear include:

- Australian College of Optometrists
- Bionics Institute
- Bionic Vision Technologies
- Centre for Eye Research Australia
- Cochlear Australia
- Deafness Foundation
- Department of Health
- HEARnet
- LaTrobe University
- Lions Eye Donation Service Melbourne
- Melbourne Academic Centre for Health
- Rural Workforce Agency Victoria
- Royal Australasian College of Surgeons
- Royal Australian and New Zealand College of Ophthalmologists (RANZCO)
- University of Melbourne
- Victorian Aboriginal Community Controlled Health Organisation
- Victorian Aboriginal Health Service
- Victorian Health Building Authority.

The Eye and Ear is a proud member of the World Association of Eye Hospitals, the Victorian Healthcare Association and the Melbourne Academic Centre for Health.

We work closely with regional health networks and our partners in the Northeast Metropolitan Health Service Partnership (Austin Health, Eastern Health, Forensicare, Mercy Hospital for Women, Northern Health and St Vincent's Hospital), to respond to strategic system priorities.

We will continue to develop new partnerships that are aligned with our vision.

Our Consumer Engagement

Today's consumers have greater access to health information and wish to be actively involved in decision making about their care. There is strong evidence that consumer involvement is a significant determining factor in achieving better health outcomes.

Our consumers expect to be fully engaged in planning and designing the care they receive. We aim to empower our workforce to work differently and to effectively engage with our consumers when delivering care.

We recognise that feedback is pivotal to our understanding of the experiences our patients receive - their feedback assists us to continuously improve our service provision. We continue to embed the voice of our consumers in the development of key plans, including the:

- Disability Action Plan
- Equity and Inclusion Plan
- Partnering with Consumers Plan
- Reconciliation Action Plan, Cultural Safety Plan and Aboriginal Employment Plan.

Through meaningful engagement with our consumers, we can continue to improve the services we deliver and the impact they have on patients' health and wellbeing outcomes.



Our Infrastructure

The completed redevelopment of the Eye and Ear campus will provide a contemporary environment for our consumers and workforce. The improved capacity and functionality of our space will enable us to improve navigation and connections between the hospital towers.

The redevelopment is one of many ways we are providing our consumers access to the best clinical care. It provides an opportunity to further enhance the provision of safe, effective and patient-centred care through:

- The redesign of our care, clinical flow, and workforce models
- Improved connection between our equipment, technology and the physical infrastructure
- Improved collaboration with our research partners.

We will continue to seek out infrastructure solutions that further enhance our ability to provide environmentally sustainable services.



Our Technology

Advancements in technology are changing the way healthcare is delivered. At the Eye and Ear, we are committed to designing and implementing innovative solutions to enhance consumer experience and improve outcomes.

The ability to diagnose and treat a broad range of eye and ENT conditions will continue to increase as a result of rapid growth in health technology. It is predicted that artificial intelligence will play an increasing role in the interpretation of diagnostic results and revolutionise the way services are delivered.

We will continue our technological and digital transformation over the coming years, and adopt technology to support both virtual healthcare for our patients and virtual learning for our workforce.

We will continue to build on our many successes, including:

- Alignment with our *Digital Health Strategy*, we will implement an electronic medical record system to improve access to real-time information and streamline the flow of information to primary care providers and our patients. FirstNet enables discharge summaries to be printed and given to patients when they leave the Emergency Department
- Launching patient self-service 'check in' kiosks in our Acute Ophthalmology Service Clinic thereby reducing queuing and waiting times for patients
- Upgrading our infrastructure and strengthening our cybersecurity.

Financial Sustainability

Healthcare costs have grown rapidly in recent years, and Governments across Australia and internationally are making efforts to improve efficiencies. We recognise that the effective and efficient management of financial resources is essential to the sustainability of the Eye and Ear and will continue to work with the Victorian and Commonwealth Governments to deliver against these objectives.

The Eye and Ear is appreciative of the continued support of our donors, ambassadors and volunteers. Donations and funding enables us to improve our services through investing in new equipment, treatment options and continued research.

We aim to deliver value for money from our procurement activity as well as meet the Victorian Auditor-General standards of probity.



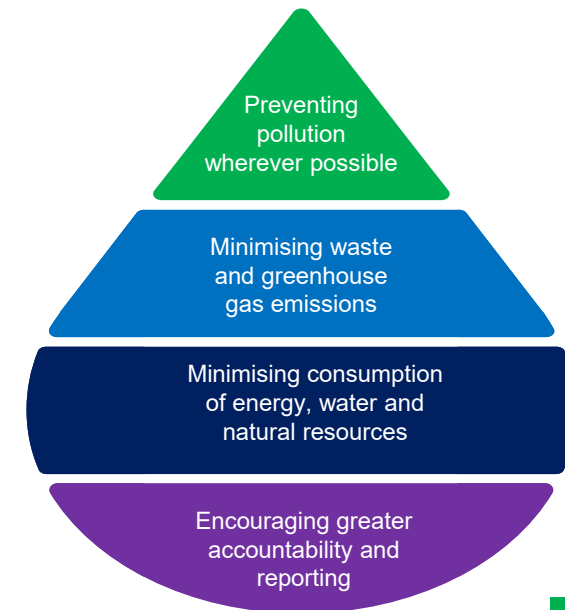
The Epley Omniax Positioning System was funded by a Gandel Philanthropy Community Build grant.

Environmental Sustainability

Climate change is impacting the health of Australians and the health sector is a major contributor to this issue. Environmental sustainability continues to be a Government priority.

As a major employer and responsible corporate citizen, the Eye and Ear recognises the important relationship between human and environmental health, and we are committed to reducing our environmental impact. Our *Environmental Management Plan 2021-2026* refresh will strengthen our commitment to a strategic response.

We will continue to evaluate our operations and demonstrate leadership on this critical issue by:



Our Plan in Action



How we developed the plan

The Strategic Plan was developed in three phases, building on the insights of our workforce, consumers and partners.

Situation Analysis

A comprehensive review of the current landscape in which we operate was conducted through analysis of publicly available data and review of key documents. This included the demographics of our consumers and the health and social needs. A review was also undertaken to understand the use and uptake of our services, including identifying trends in demand growth. This Strategic Plan also considered Government priority directions and the policy environment.

Comprehensive Engagement

Extensive consultation was undertaken with our workforce, community advisory groups, Board and Executive, and our external partners* via surveys, consultations, and workshops to understand their priorities and how we can continue to evolve and improve our service.

During the six week consultation period, over 207 members of our community and workforce enthusiastically shared their insights and aspirations for the Eye and Ear. Key themes arising from the engagement phase included a desire to continue to strengthen the specialist care provided, support the wellbeing of our workforce, and increase adoption of suitable technology.

Synthesis & Reporting

Information from the background review and comprehensive engagements was synthesised to build our Strategic Plan for 2023-2027.

Partners engaged through the process included:

Australian College of Optometry; Bass Coast Health; Bionic Vision Technologies; Centre for Eye Research Australia; Cochlear Ltd; Echuca Regional Health; Hearing Australia; Lions Eye Donation Service (Centre for Eye Research); Rural Workforce Agency Victoria; St Vincent's Hospital Melbourne; Swan Hill District Health; University of Melbourne; Victorian Aboriginal Community Controlled Health Organisation; Vision 2020 Australia; and Western Health.



What our workforce and consumers said:

The most important priorities are:

- Continuing to improve the quality, safety and timeliness of treatment, care and support
- Enhancing workforce engagement and wellbeing
- Transforming our digital systems and adoption of technology.

What our key partners said:

Our partners want to work with us to:

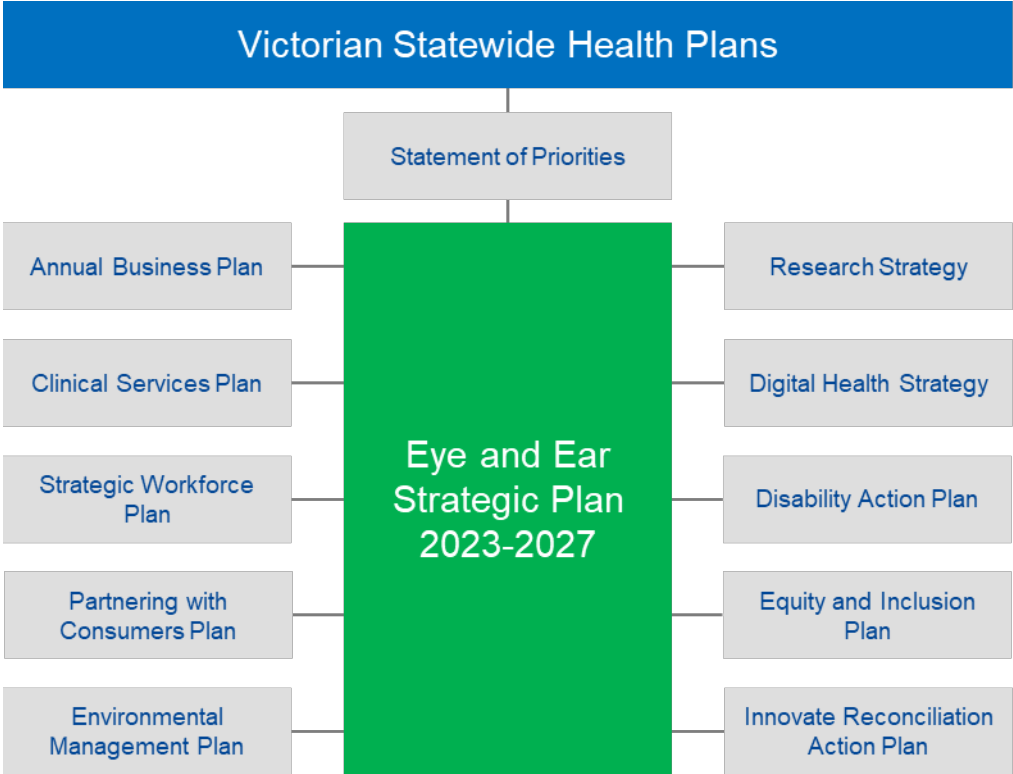
- Enhance workforce and service models, and technology adoption, to support early diagnosis and intervention
- Increase opportunities to learn from and observe our specialist staff
- Transform our service provision to meet unmet demand.

How we will deliver on this plan

Delivery of the Strategic Plan will be aligned with the Victorian Government's policy directions.

We are accountable to design and implement a series of plans that will bring this Strategy to life. Annual Business Plans will enable the priorities and goals of the Strategic Plan through the specification of practical and meaningful actions.

As part of our commitment to transparency in leadership, our performance against the strategic goals set out in this plan will be monitored and reported against. Delivery of this plan will be overseen by our Board and Executive. This will require our staff to take ownership and champion its implementation. This Strategic Plan will be used to monitor our progression against our priority areas and hold us accountable for our performance.



What success will look like

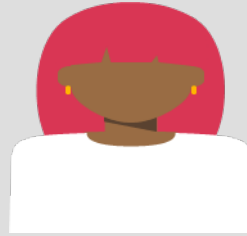
Through targeted actions against our strategic pillars, we strive to achieve a range of outcomes. Outcome measures will be embedded in our processes.

Patients & Consumers



- ✓ We provide timely access to inclusive, respectful and culturally safe care
- ✓ We enable our consumers to achieve the best possible health and social outcomes
- ✓ Our consumers are well-informed, aware of their rights and have access to user-friendly information
- ✓ Our consumers guide service design and delivery
- ✓ We seek, value and respond appropriately to consumer feedback

Workforce



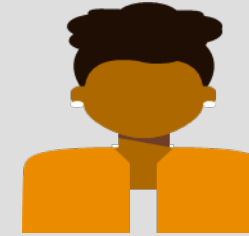
- ✓ Our systems and processes support timely communication to enable more efficient people management
- ✓ Our staff and volunteers are supported and engaged
- ✓ We undertake and make available high quality training and education
- ✓ We continually improve the safety, health and wellbeing of our workforce
- ✓ Our workforce thrives in an inclusive environment that supports effective and evidence-based care

Partners



- ✓ We have a timely and well-informed discharge process to support continuity of care in the community
- ✓ We partner closely with primary care, community and other tertiary health services to support enhanced referrals and to strengthen a connected system
- ✓ We continue to work with our partners to discover, translate and share innovative research outcomes

Government



- ✓ We are proactive in our collaboration to inform and respond to Government reform priorities and directions
- ✓ We judiciously, efficiently and sustainably use our resources, infrastructure and technology to deliver the best possible outcomes for our consumers
- ✓ We adhere to the standards set by the government to deliver consistently high quality and safe care for our consumers

Community



- ✓ We continue to improve the understanding of the diverse needs of our consumers to provide better access to appropriate care
- ✓ We promote and advocate for comprehensive and integrated care
- ✓ We carefully consider our impact on the environment to support a sustainable future
- ✓ We build and share evidence to drive system improvements, locally, nationally and internationally

Our appreciation and thanks

We would like to thank our workforce, consumers, volunteers and partners for their contribution to this Strategic Plan.

We look forward to continuing to work together to deliver exceptional care, positive experiences and better health outcomes for Victorians.



Photography credits: Leo Farrell and Anna Carlile



The Royal Victorian Eye and Ear Hospital

E info@eyeandear.org.au

T +61 3 9929 8666

F +61 3 9663 7203

TTY +61 3 9663 8052

32 Gisborne Street
East Melbourne
Victoria 3002

www.eyeandear.org.au