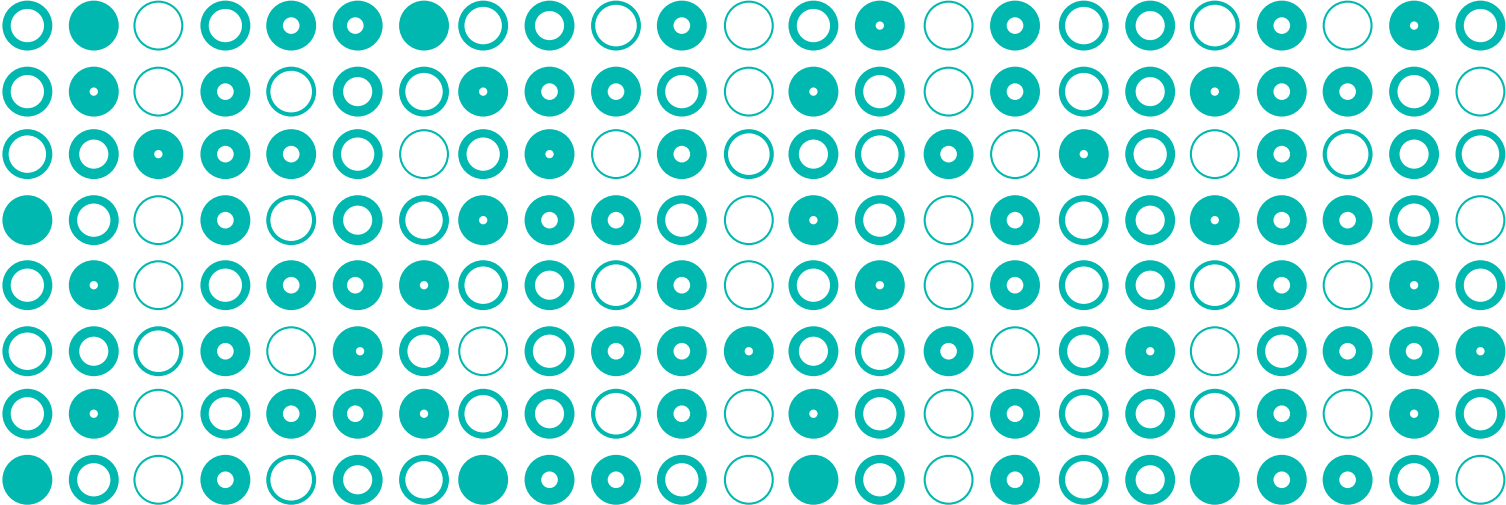
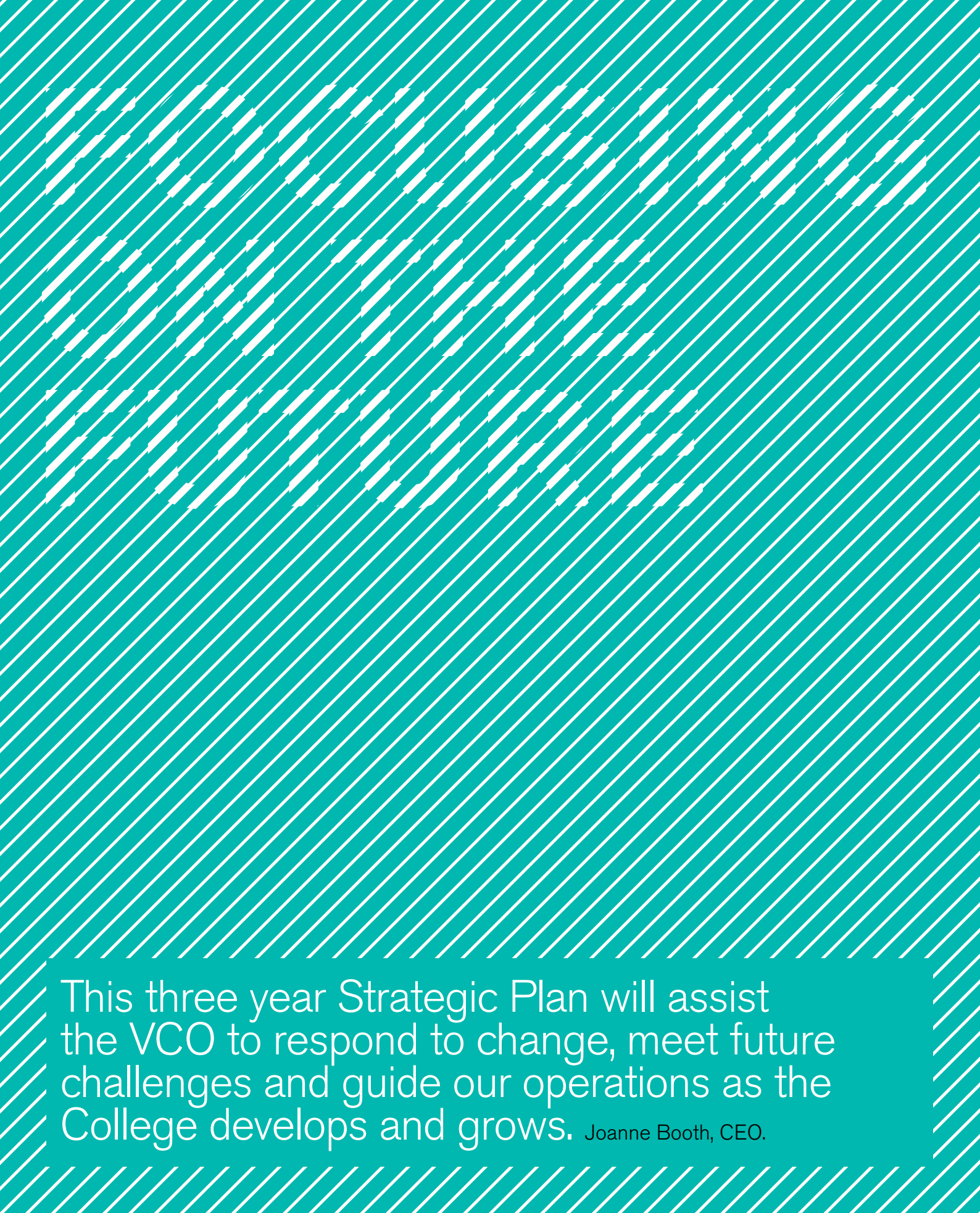


**VICTORIAN COLLEGE
OF OPTOMETRY**

STRATEGIC PLAN 2009 – 2011
Focusing on the Future





This three year Strategic Plan will assist the VCO to respond to change, meet future challenges and guide our operations as the College develops and grows. Joanne Booth, CEO.

One of the principal roles of the VCO Council is to establish a strategic framework that will enable the College to deliver services and programs consistent with its vision and mission. Implementation of this Plan will strengthen the organisation, develop its resilience and flexibility, build capacity across all areas of activity and establish a commitment to continuous review and improvement.

The effective management of change requires a strong focus on the College's internal resources – its people. The ability to attract, engage and retain the right people with the right skills is critical to our development into the future. With a strong organisation and engaged and committed workforce, the College will be strategically placed to expand its services and programs and ensure delivery that is consistent with and beyond the expectations of the optometry profession, funders, stakeholders and the people for whom we work.

Vision

To be a world-leading institution in the science, education and practice of optometry.

Mission

The VCO promotes the visual health and well-being of the communities it serves by leading the profession to build its knowledge base, attain and advance clinical skills and deliver the best possible optometric care.

VCO achieves its mission by:

- Advocating professional ethics, standards and quality optometric practice
- Providing clinical and further education for optometrists and undergraduate students
- Delivery of cost effective eyecare for disadvantaged communities
- Offering specialist clinical and acute services for referred patients
- Conducting research in the basic and applied visual sciences
- Collaborating with industry, research and other organizations with an interest in visual health and preservation of sight

Core guiding values

Accountability & transparency

We are responsible and accountable for our work and services and open and transparent in the decisions that we make.

Integrity & honesty

We act with integrity and honesty and avoid conflicts of interest and improper behaviour.

Leadership & innovation

We foster and support professional leadership and encourage innovation in our work.

Respect & care

We treat others and ourselves with respect and care and our workplace is free from discrimination, harassment and bullying.

Teamwork & partnership

We foster and support teamwork and work collaboratively with partners to promote service excellence.

Knowledge & excellence

We continuously improve our professional knowledge and strive for excellence in all areas of our work.

Our Strategic Areas

The VCO has identified five strategic areas which provide the framework for its Strategic Plan. Within these areas, the VCO's key strategies are defined to allow it to change and grow for now and the future.



Strengthening our Organisational Capacity

1.1 Environment

Create a safe workplace with facilities that allow staff to work at their optimum

1.2 Governance

Develop and implement contemporary governance structures and processes that support current and future business needs

1.3 Scope

Expand the scope of business to be a membership organization with national and international influence

1.4 Corporate profile

Create a corporate profile that is recognized by and promoted to the community and stakeholders

1.5 Information technology

Enhance information and records management through systems development, integration and training

1.6 Risk

Create a workplace and business environment where risk is mitigated and effectively controlled

1.7 Income

Identify new and diverse income streams that create opportunities for business growth and funding partnerships

1.8 Communications

Ensure effective internal and external communication systems are in place and used

1.9 Financial management

Enhance financial performance through improved systems, management and reporting

Supporting and Developing our People

2.1 Recruitment and retention

Create opportunities to attract and retain experienced and qualified staff in all divisions

2.2 Training and development

Develop a culture that empowers staff and promotes learning, development and innovation

2.3 Management

Continuously develop leadership and management skills for council, management and staff

2.4 Policies

Develop and implement contemporary employment policies and practices that are relevant to staff and the business

2.5 Careers

Ensure that workforce plans identify career paths and succession opportunities

2.6 Scholarships

Develop opportunities for scholarships and travel grants

Building Collegiate and Sustainable Relationships

3.1 Tertiary affiliations

Identify and foster affiliations with tertiary institutions with mutually beneficial outcomes

3.2 Membership

Grow the membership base and deliver value based benefits for all member categories

3.3 Research collaborations

Build strong and responsive relationships with current partners and identify potential new research collaborations

3.4 Teaching partnerships

Establish new partnership arrangements that create opportunities for clinical education in optometry and related disciplines

3.5 Public health

Actively engage with government and public health agencies in pursuit of common goals to improve visual health

Growing and Improving Our Services

4.1 Clinical services

Expand the scope and delivery of clinic services to become a leading provider of primary, acute and specialist eye care services in Victoria

4.2 Community care

Grow the delivery of community and outreach eyecare services to disadvantaged communities in Melbourne and regional Victoria

4.3 Clinical teaching

Identify and foster national and international clinical teaching opportunities in optometry and related professions

4.4 Continuing education

Develop continuing education programs that deliver maximum value for members through the use of technology and web based learning

4.5 Research programs

Integrate and expand existing research arms (NVRI and CVRA) with an increased focus on clinical research and translation into practice

Promoting and Demonstrating Leading Practice

5.1 Quality improvement

Provide leadership in promoting and achieving quality of care and service delivery in optometry

5.2 Standards

Establish contemporary professional standards that guide the ethical practice of optometrists in Australia

5.3 Information and guidelines

Develop a range of information products for the community and profession that promote best clinical practice in eyecare and preservation of sight

5.4 Publications

Contribute to the advancement of visual science and clinical practice by publishing and disseminating research outcomes at national and international levels

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