

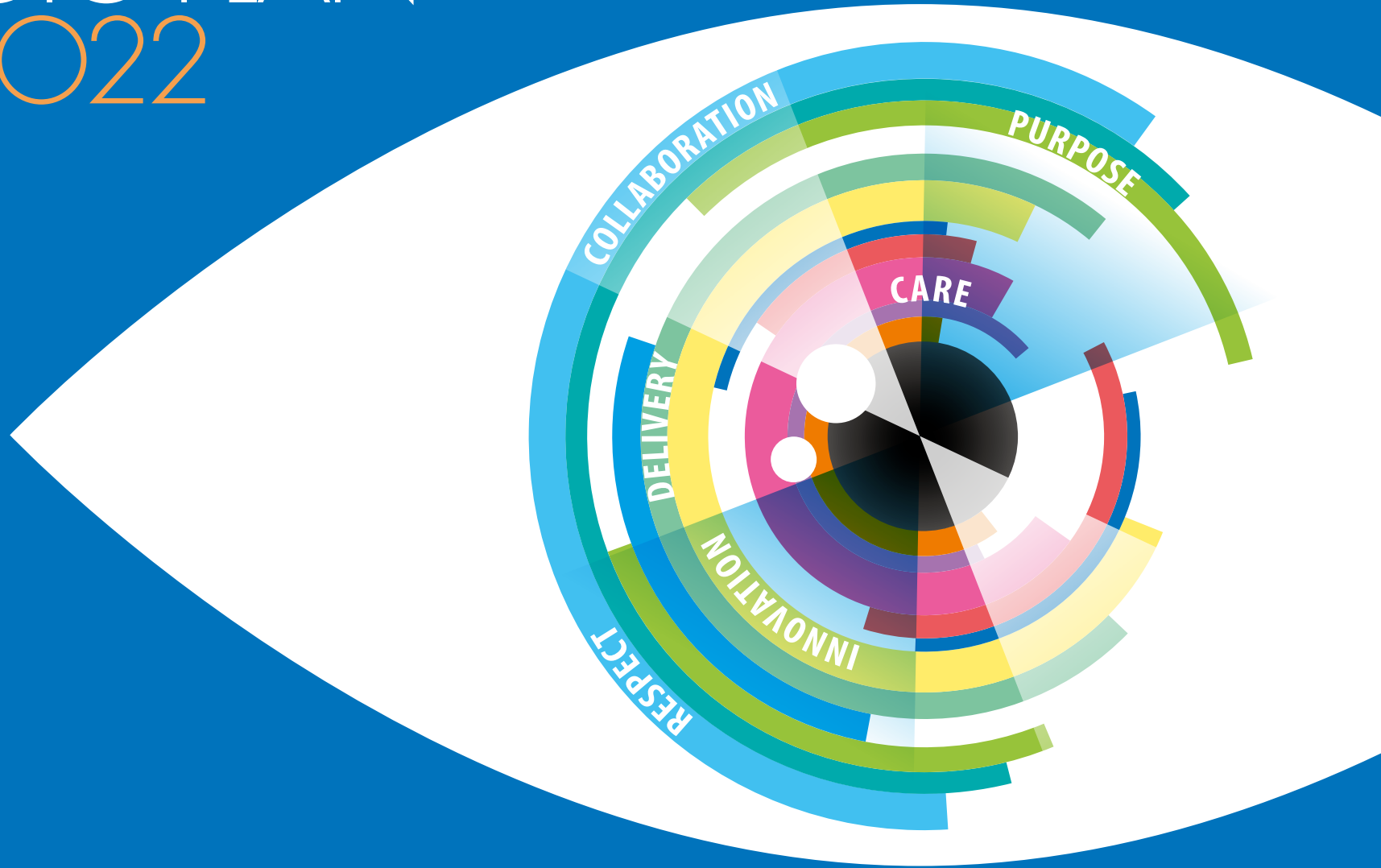


AUSTRALIAN COLLEGE OF
OPTOMETRY
CLINICAL SERVICES • RESEARCH • EDUCATION



NATIONAL VISION
RESEARCH INSTITUTE
OF AUSTRALIA
AN ACO DIVISION

STRATEGIC PLAN 2018-2022



MESSAGE FROM THE PRESIDENT AND CEO

The Australian College of Optometry (ACO) is committed to improving the eye health and well being of communities through clinical optometry practice, research and education. We are pleased to share with you our strategic vision and road map for 2018–2022. This important 5-year strategic plan builds on our achievements since the establishment of the ACO in 1940. At the heart of this strategic plan we are led by our new organisational values: Caring, Purpose, Respect, Collaboration, Innovation and Delivery.

“The ACO will push the boundaries of our focus to lead public health eye care in the communities we serve.”

As we are involved in public health eye care service delivery, vision research and optometry education, we serve a diverse community and wide range of stakeholders. Our focus is to meet the equally diverse expectations and needs of these communities and to show leadership through innovation and best practice in each area. We understand that a commitment to operational excellence is critical to meeting those expectations and that our achievements to date provide an important foundation on which to build.

Our aspirational roadmap for the next 5 years will see the ACO focus on 4 fundamental pillars: Clinical Optometry Services, Research, Education and Sustainability. The ACO aspires to reach its full potential through investment in:

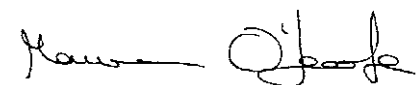
quality growth of our targeted public health eye care services across Australia; high impact, internationally recognised research that improves understanding of vision science, care and treatment; the development of innovative education and best practice clinical learning pathways from pre-registration through to professional practice that meet the needs of the optometry profession now and into the future; and ensuring sustainability of the organisation. To achieve our 4 pillars we will also need to build the value proposition for our members and invest in our staff, through recruitment and training programs and our dedicated efforts to build a positive and aligned corporate culture.

While this strategic plan provides an effective roadmap for organisational vision and a strategy for action, it must also allow room to respond to new opportunities, challenges and changing needs and expectations. We will ensure this strategic plan is reviewed regularly, with regular monitoring of performance against plan, supported by feedback from stakeholders so that it remains fit for purpose.

We invite you to review our strategic plan and to let us know how we are doing. Your feedback is invaluable.



Professor Konrad Pesudovs
President



Maureen O'Keefe
CEO



BUILD ON OUR HISTORY

From its humble beginnings:

As a teaching clinic on the 4th floor of Kurrajong House on Collins Street, Melbourne, the Australian College of Optometry (ACO) has continued to grow. Incorporated in 1940, the ACO was the first not for profit membership institution in Australia to teach a 4 year full time Optometry course, with its first students enrolled in 1941.

Clinical learning pathways:

Over the past 77 years the ACO has continued to build on its commitment to education, through provision of clinical training in a public health setting to pre-registration university optometry students across Australia, and through expansion and innovation of education delivery to meet the current and future needs of members and the wider optometry profession. The latter has grown since the establishment of a continuing education unit in 1974.

Focus on the disadvantaged:

Our much valued and important work providing eye care services to communities experiencing disadvantage and most vulnerable began back in 1955 when we received our first grant for this purpose from the Victorian State Government. Fast forward 30 years to 1985, when the Victorian Government made a key decision to establish an integrated, coordinated public health eye care program called the Victorian Eyecare Service (VES).

Victorian Eyecare Service:

The ACO has been responsible for administering this important initiative on behalf of the Victorian Government for over 30 years, over which time more than 2 million Victorians experiencing disadvantage and most vulnerable have benefited from quality eye care consultations and services aimed at correcting refractive error and preventing eye disease. In 2017 the ACO, in partnership with rural practitioners, provided over 77,000 patient consultations and dispensed almost 50,000 spectacles or other visual aids to more than 62,000 patients under the VES.

Victoria and beyond:

Today the main clinic is in Carlton with a network of clinics in metropolitan Melbourne and a mobile eye care service. Outreach services began in 1998 for patients with disabilities that could not access mainstream services, and expanded in 2003 with services to Indigenous Australians, homeless and other vulnerable Victorians. The ACO provides a coordinated program of general and specialist clinics and outreach services across Victoria, including services for the aged and frail, indigenous communities, refugees and asylum seekers, children from disadvantaged schools, homeless and other high-risk groups. Going forward the ACO seeks to adapt and expand this important public health eye care model to benefit more Australian's experiencing disadvantage.

High impact research:

Back in 1972 the ACO reached another milestone with the establishment of its research division, the National Vision Research Institute (NVRI), to pursue research in vision and the disorders of vision. The NVRI was made possible through donations from the optometry community and later strengthened in 1979 and 2001 through a generous donation followed by an even more generous bequest from the Schultz Laubman Schultz Endowment Fund Trust. Over the past 45 years, the NVRI has carried out basic, applied and clinical vision research, with current research priorities including neurotechnology, with a strong focus on the development of prosthetic vision devices (or bionic eyes), clinical optometry and public health, to improve the understanding of vision science, eye care and treatment.





VISION

To achieve world leading eye health outcomes for all

MISSION

To improve the eye health and well being of communities through innovation, partnership and leadership in:



Clinical optometry services

providing high quality public health eye care for communities in need and leading best practice;



Research

undertaking high impact internationally recognised research to improve the understanding of vision science and eye care; and



Education

providing best practice clinical learning pathways for optometrists from pre-registration through to professional practice.

VALUES

We are led by the following values and principles:



We deeply *care* about eye health



Everything we do drives this *purpose*



Mutual *respect* guides our expectations



We foster excellence through *collaboration* with our patients, partners and teams







Our commitment to *innovation* pushes us to question and find better ways



We *deliver* what we promise to patients, partners and each other

OUR STRATEGIC PRIORITIES

We will focus on four strategic priority areas for 2018–2022 to enable ACO to achieve its Vision and Mission: affordable and accessible public health eye care for all Australians, high impact research, clinical learning pathways, engaged members and an innovative and collaborative workplace.

Clinical Optometry Services 	Research 	Education 	Sustainable Organisation 
<p>Providing high quality public health eye care for communities in need and leading best practice and standards.</p>	<p>Undertaking high impact internationally recognised research to improve the understanding of vision science, and eye care.</p>	<p>Providing best practice clinical learning pathways for optometrists from pre-registration through to professional practice.</p>	<p>Our culture is innovative and collaborative and our people strive for excellence in everything we do, facilitated by innovative and effective technology, systems and processes. Our members and supporters are key to our success</p>

There are 14 strategies supporting our 4 priority areas. Our annual plans will provide the mechanism through which we will action and realise this three year strategic plan. Through these plans we will align, prioritise, measure and report on our efforts and investment at each stage.

OUR KEY MEASURES OF SUCCESS

Clinical Optometry Services 	Research 	Education 	Sustainable Organisation 
<p>Patient satisfaction: High quality clinical services that provide an excellent patient experience and exceed expectations</p> <p>Respected sector leadership: Clinical initiatives, collaborations, innovation and models of care that lead the way in the profession and, increase scope of care and a leading provider of public health eye care</p> <p>Unmet need in public health eye care: Sourcing funds and support for meeting unmet eye care needs of patients who are experiencing disadvantage or most vulnerable across Australia</p>	<p>High impact internationally recognised research: Papers published in high impact journals and presented at high quality conferences to disseminate research outcomes</p> <p>Strong success winning research grants: Success with peer reviewed research grants and philanthropic funds</p> <p>Build research capability: A destination of choice for high quality PhD and Honours students</p> <p>Translation + commercialisation of research: Intellectual property is identified and supported for commercialisation and translation into clinical practice where appropriate</p>	<p>Best practice clinical learning pathways: Innovator and provider of education, for both pre-registration optometry students and optometrists in practice, that meets the current and future needs of the optometry profession and wider community</p> <p>Customer satisfaction: Universities and students satisfied that pre-registration clinical training meets requirements and professional development course attendance strong</p>	<p>Workforce engagement: The right people are in the right roles and actively engaged in what they are doing and committed to continuous improvement</p> <p>Innovation, development and partner engagement: We foster a culture of innovation across the organisation, while engaging with our members and the community and deeply embedding agreed values across the organisation</p> <p>Resources impact: Benefit is returned to the community for every dollar earned</p> <p>Digital capability: Information management, interface and reporting operates to benefit staff, patients and stakeholders</p>

How we will deliver:

CLINICAL OPTOMETRY SERVICES



Strategies	Over the next 5 years (2018–2022) we will	Performance Indicators
Strengthen our clinical governance framework	<ul style="list-style-type: none"> ▶ Review and implement a best practice clinical governance framework and systems appropriate for the ACO 	<ul style="list-style-type: none"> ▶ Patient satisfaction results > 85% ▶ High quality of care and safety
Respected sector leadership	<ul style="list-style-type: none"> ▶ Develop new clinical initiatives, collaborations, innovation and models of care that lead the way in the profession and improve health outcomes for the community ▶ Deliver high standards of public health eye care ▶ Build a public health eye care profile that influences service delivery and policy 	<ul style="list-style-type: none"> ▶ New standards of care are developed ▶ New models of care are developed ▶ Demonstrable clinic reform ▶ New collaborations with primary care and ophthalmology ▶ Increase in public health and health systems research ▶ Influencing public health eye care service delivery and policy
Unmet need in public health eye care	<ul style="list-style-type: none"> ▶ Seek funding and opportunities to expand our eye care services and provide accessible and affordable eye care to more patients who are experiencing disadvantage across Australia 	<ul style="list-style-type: none"> ▶ Increase in services delivered to target populations

How we will deliver:

RESEARCH (NVRI)



Strategies	Over the next 5 years (2018–2022) we will	Performance Indicators
High impact internationally recognised research	<ul style="list-style-type: none"> ▶ Publish high impact papers in leading peer reviewed international journals ▶ Ensure staff and students have contact or involvement with the national and international scientific community 	<ul style="list-style-type: none"> ▶ No. of papers published per year ▶ No. papers in top 10% of peer reviewed journals ▶ Quality of conferences attended per year to present papers and disseminate research outcomes
Strong success winning research grants	<ul style="list-style-type: none"> ▶ Submit applications for peer reviewed grants in every round ▶ Seek opportunities for new research collaborations 	<ul style="list-style-type: none"> ▶ No./\$ of peer reviewed grant applications won per year ▶ No. of new collaborations
Build research capability	<ul style="list-style-type: none"> ▶ Recruit PhD and Honours students ▶ Submit applications for philanthropic funding ▶ Access research infrastructure and higher degree training funding ▶ Build clinical optometry/public health research capability ▶ Seek to grow the number of researchers with a funded Fellowship 	<ul style="list-style-type: none"> ▶ No. of new PhD and Honours students recruited per year ▶ No./\$ of philanthropic grant applications successful per year ▶ No. of researchers with a funded Fellowship ▶ New clinical optometry research laboratory established
Translation and commercialisation of research	<ul style="list-style-type: none"> ▶ Identify and capture intellectual property ▶ Translate and commercialise IP ▶ Engage with industry 	<ul style="list-style-type: none"> ▶ No. of grants involving industry collaboration ▶ Level of involvement in translation/commercialisation of research

How we will deliver:

EDUCATION



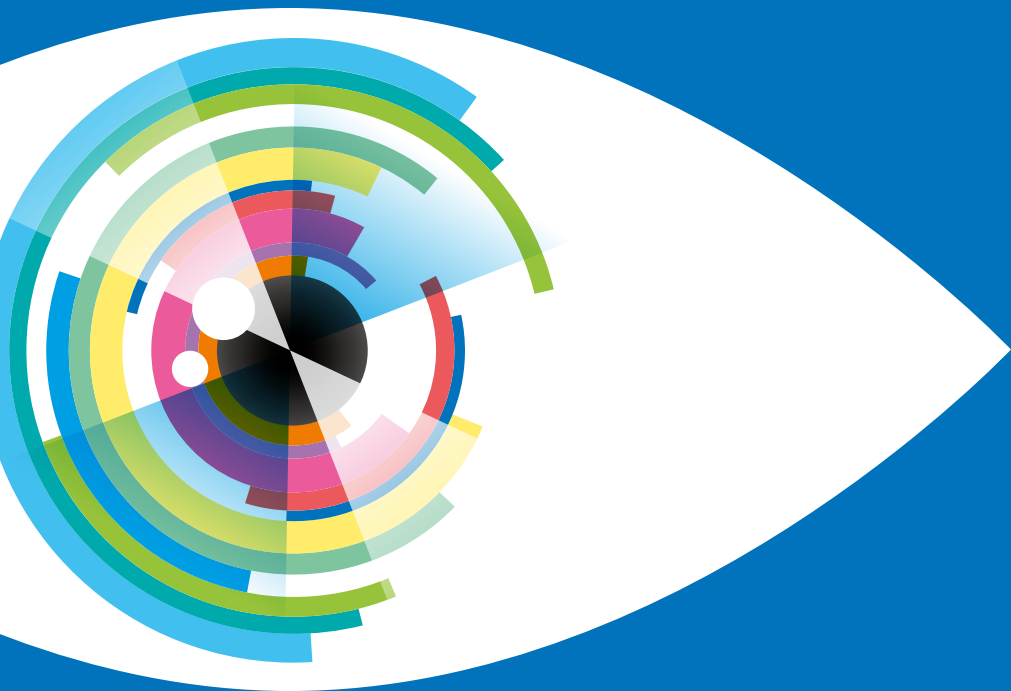
Strategies	Over the next 5 years (2018–2022) we will	Performance Indicators
Develop best practice clinical learning pathways	<ul style="list-style-type: none"> ▶ Review and enhance the pre-registration clinical teaching program appropriate for the future needs of optometrists ▶ Develop new innovative, leading practice professional development courses to meet the current and future needs of the eye care profession ▶ Provide access nationally and internationally to our education programs and expertise 	<ul style="list-style-type: none"> ▶ Enhanced pre-registration clinical teaching program developed and stakeholder (university and student) satisfaction ▶ New innovative courses developed, enrolment and student satisfaction targets met ▶ Courses recognised and offered nationally and overseas

How we will deliver:

SUSTAINABLE ORGANISATION



Strategies	Over the next 5 years (2018–2022) we will	Performance Indicators
Build Membership and supporters	<ul style="list-style-type: none"> ▶ Review and enhance the value proposition for ACO and NVRI members and supporters 	<ul style="list-style-type: none"> ▶ Membership grows ▶ Engagement increases ▶ Fellowship program is strengthened
Build cultural awareness and action into the fabric of the ACO	<ul style="list-style-type: none"> ▶ Reflect: build foundations for relationships ▶ Innovate: develop a Reconciliation Action Plan ▶ Stretch: set targets for actions identified in the plan ▶ Evaluate: determine success of program and next steps 	<ul style="list-style-type: none"> ▶ Reconciliation Action Plan developed, implemented and evaluated
Engagement of our workforce	<ul style="list-style-type: none"> ▶ Conduct staff surveys ▶ Implement action plan each year 	<ul style="list-style-type: none"> ▶ Culture survey trends positive ▶ Feedback comments positive
Foster a culture of leadership, innovation, development and partner engagement	<ul style="list-style-type: none"> ▶ Explore expansion of clinical services nationally for vulnerable populations ▶ Seek grants and contracts to expand clinical services and education ▶ Develop new partnerships to further innovation and partner engagement ▶ Council refresh the ACO's Vision, Mission and Values through a process of staff engagement and deeply embed in the organisation 	<ul style="list-style-type: none"> ▶ Clinical services expanded and offered in other States ▶ New grants and contracts won ▶ All staff are aligned with the ACO's Vision, Mission and Values ▶ Participation in at least one international eye health development program through partnership
Resources impact	<ul style="list-style-type: none"> ▶ Maximise benefit returned to the community for every dollar earned or received 	<ul style="list-style-type: none"> ▶ Productivity, efficiency and effectiveness improvements
Digital capability	<ul style="list-style-type: none"> ▶ Upgrade existing IT systems ▶ Redevelop the organisation's website ▶ Improve information management and management reporting 	<ul style="list-style-type: none"> ▶ Positive feedback re: functionality, usability and fit for purpose from staff, patients and stakeholders



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