



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

Strategic Plan 2010–2013

Vision Improving quality of life through caring for the senses

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

- > Excelling in specialist services
- > Integrating teaching and research
- > Enabling a highly engaged workforce
- > Promoting health in our community
- > Building a sustainable future

Values integrity, care, teamwork, excellence

Strategic Priorities

1 Excel in innovative specialist eye and ear health services

- 1.1 Retain and further attract best quality clinicians and support staff
- 1.2 Streamline patient pathways and improve the patient experience
- 1.3 Expand the use of new workforce roles, competency and team based care in service delivery
- 1.4 Enhance access, efficiency and quality of care through new technologies
- 1.5 Focus on clinical outcomes to continuously improve services
- 1.6 Embed safety, quality and risk management in patient service and business models
- 1.7 Apply innovative models to enhance access for under represented patient groups

2 Lead integrated clinical, teaching, training and research practice

- 2.1 Develop a research strategy to build on and promote the Eye and Ear's reputation in translational research
- 2.2 Maximise research partnerships and their value to the Hospital
- 2.3 Build on existing research infrastructure
- 2.4 Establish clinical teaching and training programs supporting service delivery

3 Promote workforce leadership as everybody's responsibility

- 3.1 Develop an inclusive and just employment culture that fosters leadership at all levels of the Eye and Ear
- 3.2 Enhance workforce capability through succession planning, effective performance management and targeted training
- 3.3 Recognise and reward excellence
- 3.4 Ensure staff safety and well being
- 3.5 Enable staff to contribute to change and continuous improvement

4 Champion partnerships to promote the health of our community

- 4.1 Work in partnership to benefit those at most risk of developing eye or ear disease
- 4.2 Collaborate with the community, consumers and service providers in prevention, screening and health promotion programs
- 4.3 Involve consumers and the community in decision making, service planning, implementation and evaluation
- 4.4 Engage with service partners and build local community based health capacity and capability

5 Build a sustainable future

- 5.1 Establish a viable 'hub and spoke' model of service delivery
- 5.2 Make facilities fit for purpose (capital development or refurbishment works)
- 5.3 Enhance financial management and performance monitoring
- 5.4 Develop a sustainable business model which maximises revenue opportunities and reduces costs
- 5.5 Drive towards efficient and effective service models and business processes
- 5.6 Promote sustainable and environmentally friendly practices