



# Optometry Wales

Optometry Wales Strategic Plan 2014-2017



## Introduction From the Chairman

Optometry Wales is the professional umbrella organisation for the primary care eye health profession in Wales; representing all community optometrists, dispensing opticians and optometric practices. Optometry Wales also supports the three Regional Optical Committees (ROCs) in Wales to raise the profile of optometrists and opticians in Wales in delivering high quality eye care services in the community. Optometry Wales is funded via the three ROC's and also from annual contributions from the UK Optical Bodies: The College of Optometrists, FODO, ABDO and the AOP. Optometry Wales was established to ensure that the views of the UK Optical Bodies and the ROCs were represented through one point of contact.

Our strategic plan sets out what we want to achieve over the next three years during a period where the NHS and the devolved administration of Government in Wales is undergoing significant change and the role of eye care is expanding.

The changes in progress for eye care in Wales are the most significant for a generation. Vital to our strategy is ensuring that the regional optical committees (ROCs) are equipped to embrace the changes and meet the challenges this new exposure for eye care will bring. This means that

we must provide the advice and support ROCs need to allow them to raise the profile of eyecare services, and to work with their health boards and other stakeholders to fully contribute to local service provision.

The new Wales Eye Care Service (WECS) will expect improved outcomes and better value from optometrists and we must be prepared to review the service and to look at how the service may be extended to include the skills of dispensing opticians and fully utilise the skills of optometrists. It is imperative that we provide the support that ROCs will require to enable the members they represent to be reliable providers of this national enhanced service and other community eyecare services.

**“Our strategic plan sets out what we want to achieve over the next three years”**

### Our strategy has two key themes:

1. Increasing and supporting the role of all optometrists and opticians in providing primary eyecare services
2. Providing excellent support for ROCs

The basis for our strategy comes from listening to the needs of ROCs, our stakeholders and by working with our Board of Directors to consider the opportunities and challenges that the new Eye Care Plan for Wales will bring our professions.

It is an exciting and demanding time for Optometry in Wales and I am confident that our strategy will make certain that we focus on meeting the needs of those who we represent and delivering the objectives we have set.

I am delighted to present our plan for the next three years.

# Optometry Wales Vision

To represent the primary care eye health profession in Wales and to support ROCs to meet local needs by:

- Improving eye health and preventing visual impairment through supporting high quality primary care ophthalmic services
- Working with Health Boards, NHS Wales and Welsh Government to deliver integrated services focused on patients and outcomes at best value
- Enhancing and promoting leadership at all levels in the sector, including effective two-way communication between the national optical bodies and Optometry Wales and the devolved nations.



## Values – defining who we are and how we deliver

### Customer focus

- We provide high-quality support to all Optometrists, Dispensing Opticians and Optometric Practices
- We work actively with others for the benefit of all
- We encourage and act upon feedback from our working partners and the professions that we represent.

### Respect

- We respect other organisations and professions and demonstrate this in all our dealings internally and externally
- We speak positively and supportively about our professions, working partners and colleagues
- We show respect for and value all individuals irrespective of their diverse backgrounds, experience, styles, approaches and ideas

### Integrity, honesty and responsibility

- We are honest, fair, open and transparent in everything we do
- We are consistent in our actions, values, methods, measures, principles and expectations
- We accept responsibility for our own actions and results

### Professionalism

- We encourage each other to fulfil their potential
- We are positive and outward-looking in all that we do
- We value and protect the optical sector's reputation and heritage but are not hidebound by the past
- We show pride in who we are and what we do
- We recognise and learn from our mistakes

### Efficiency and continuous improvement

- We use fair, open and transparent governance, management and administration processes
- We recognise that the funds we spend are levied from the ROCs and contributions from the UK Optical Bodies we support and continually pursue efficiencies
- We look forward and embrace new ideas and change
- We are committed to our own development as a support organisation and valued partner with others to achieve our aims

# 2014 -2017 Strategic Themes

**Strategic Theme 1** Increasing and supporting the role of all optometrists and dispensing opticians in providing primary eyecare services

**Strategic Theme 2** Providing excellent support for ROCs  
Good governance, efficiency, effectiveness, and continuous improvement will continue to be fundamental to all that we do.



## Strategic Objectives

**1.1** To support ROCs to negotiate and deliver primary eyecare services at a local level in line with national and local agreements.

**Why is this a priority?**

In Wales accredited optometrists can participate in a set of national enhanced services. These services are funded by Welsh Government, but the way in which they are delivered will be agreed at health board level with regional variations as appropriate. Those who are non WECS accredited can also be part of local enhanced services falling outside of the current suite of services offered nationally. It is vital that Optometry Wales supports and represents all optometrists, dispensing opticians and optometric practices

What we will do?	How we will measure our achievements?
Ensure that each ROC has established fully operational liaison groups with their individual health boards with appointed locality representatives from the ROC and to share best practice across each of the three ROCs via regular two way communication	There is ROC representation on each liaison group within each Health Board. Communication between these liaison group members is facilitated by Optometry Wales. NB: The term liaison group refers to any group that is set up to act as an interface between primary optometry and ophthalmic secondary care and the health boards in Wales

**1.2** To raise awareness among health boards, Welsh Government and the wider NHS locally and nationally of the increased role optometrists, dispensing opticians and optometric practices can play in delivering primary eyecare services.

**Why is this a priority?**

Patients are at the core of the services that we offer. We have a responsibility to ensure that patients and the public understand the importance of eye health and the role that optometrists and dispensing opticians play in diagnosing, detecting and where appropriate, managing their general eye health. Underpinning this is the need to ensure that Optometry Wales provides support by providing evidence based resources that can be used to make a credible contribution to the delivery of eye care in Wales.

What we will do?	How we will measure our achievements?
Continue to engage with the Welsh Government to support the design and implementation of the Eye Care Plan for Wales	Health boards are engaged with ROCs and are focussed on eyecare pathways and Welsh Government continues to engage with Optometry Wales.

## Strategic Objectives

1.2

What we will do?	How we will measure our achievements?
Attend conferences and networking events to promote the role of the ROC.	The ROC is a recognised and vital part of the primary care health population
Utilise trade press media and other local communication channels to feature case studies of successful community eyecare services	Increased presence in trade press and local media
Work with Welsh Government to understand community eye care activity and build an evidence base of service provision to share at local and national level.	Welsh Government information on WECS and GOS activity is disseminated to the profession and the public through transparent, accessible means.

1.3 To work in partnership with others to raise the profile of eye health nationally and to influence the delivery of eyecare services

### Why is this a priority?

To best represent the profession we must maximise our engagement with all stakeholders. Increased engagement and continued support from those outside and within the profession will give others confidence in the capability of all optometrists and dispensing opticians in Wales.

What we will do?	How we will measure our achievements?
Provide support to the optical bodies by representing them at each meeting in Wales, promoting high standards and ensuring the credibility of representative bodies at local and regional level.	Continued collaboration with the optical bodies to support the professions through ROCs.
Liase with other professions and organisations to foster a greater understanding of the contribution that the different professions and organisations make to eye care.	Regular contact and sharing of information between professions involved in eye care.

## Strategic Objectives

1.3

What we will do?	How we will measure our achievements?
Where appropriate, work in partnership with others towards an integrated approach to patient care.	Improved Patient pathways are created through joint working with other professions to provide an integrated approach to delivering eye care that is of the greatest benefit to patients.
Participate in national initiatives to raise awareness of eye health issues	Participate in national initiatives such as National Eye Health Week, the Wales Vision Strategy Conference and the UK Vision Strategy Conference.

2.1 To be a reliable source of excellent support and good quality advice for ROCs and to promote the availability of Continued Educational Training (CET) in each of the regions.

### Why is this a priority?

The services that we provide must assure our membership, our stakeholders and the wider public that we are providing value for money and the resources that the profession in Wales needs to provide high quality care to their patients

What we will do?	How we will measure our achievements?
Consolidating OW Corporate Governance	Establish and work to a strategic plan that is available for all stakeholders and work to a business plan internally.
Provide access for ROCs to up to date information online and electronically.	Develop and maintain an enquires database with a summary provided at each reporting period for ROCs and the UK Optical Bodies.

## Strategic Objectives

2.1

What we will do?	How we will measure our achievements?
Continue to be a reliable point of contact in Wales when eye care policy and evidence changes.	Pathways and guidance that we issue are evidence-based and the result of consultation, and are considered by others to be an authoritative resource. OW appraises papers, pathways and guidance from stakeholders with an evidence based approach. Continue to review and update Clinical Pathways, Quality in Optometry in Wales, Making Accurate Claims in Wales and all other guidance in the light of new evidence and changes in policy
Continue to develop expertise in responding to consultations, liaising with the Optical Confederation and College of Optometrists	ROC views are represented at local and national levels
Offer high quality CET to all ROC regions across Wales	The number of CET sessions provided by each ROC will increase.

## Strategic Objectives

2.2

What we will do?	How we will measure our achievements?
Continue to develop and improve how we communicate and engage with ROCs, from monthly newsrounds and newsletters to social media	Optometry Wales's communications are considered useful and timely
Engage with optometrists and opticians from all modes of practice via optical media and our website to raise awareness of national issues and enable more to be involved with their ROC	Increase in the number of subscribers to Optometry Wales Newsletters and Monthly Newsrounds. Increased coverage in optical press.
Utilise the optical trade press and networking events to promote the role of the Optometry Wales	Increase in media presence and contacts



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