



Optometry Wales

Optometry Wales Strategic Plan 2018-2021



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 in Wales to raise the profile of optometrists and opticians in Wales in delivering high quality eye care services in the community.

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 ROCs in Wales continue to invest significantly to the running of Optometry Wales and we must ensure that we are transparent in what we do and are able to demonstrate value for money.

The Wales Eye Care Service (WECS) will continue to expect improved outcomes and better value from Optometrists and has already expanded to include post cataract and stable glaucoma monitoring but we must be prepared to review the service and to look at how the service may be extended to fully utilise the skills of dispensing opticians for example. 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 strategy has two key themes:

1. Increasing the role of community 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

the new Eye Care Plan for Wales will bring our professions.

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

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

“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 Optometry in eye care is ever expanding.”



Andy Riley - Chairman

Mission Statement

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

- Supporting the ROCs in the delivery of eyecare service opportunities and sharing best practice within the three regional optical committee's across Wales.
- Improving eye health and preventing visual impairment through supporting high quality primary ophthalmic services
- Working with Health Boards, the Shared Services Partnership, Primary Care Services and Welsh Government to deliver integrated services focused on patients and outcomes at best value
- Enhancing and promoting clinical 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

Stakeholder focus

- We provide high-quality support to ROCs, stakeholders and colleagues
 - We put the needs of ROCs first, so that they in turn can put the needs of their members, patients, and the public first
 - We work actively with others for the benefit of all
 - We encourage and act upon feedback from ROCs
-

Respect

- We respect other people and demonstrate this in all our dealings internally and externally
 - We speak positively and supportively about ROCs, stakeholders and colleagues
 - We listen to each other's points of view
 - 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 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

2018-2021 Strategic Themes

We will focus our work during this period on our two strategic themes.

Strategic Theme 1: Increasing the role of community optometrists, dispensing opticians and ophthalmic 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 assume more of a leadership role for the profession(s) in Wales given its current credibility and past negotiating successes.

Why is this a priority?

The Council of Optometry Wales have mandated the Board to continue the work they have done in managing relationships, negotiation and continued delivery of services.

What we will do?	How we will measure our achievements?
Develop the roles of the appropriate OptWal Limited staff and Directors to be focussed on negotiating and reviewing national, and where appropriate local eyecare services alongside ROCs	Measure the number of additional eye care services implemented
Ensure that the Board and Council are consistently and effectively monitoring change and looking for opportunities to raise the profile of eyecare within Wales	Hold regular planning sessions with the Board and Council and ensure that developments in the 5 nations, in Europe and globally are monitored
Inform the profession of changing trends in workforce, education and react to those changes	Continued delivery of eyecare services negotiated in Wales
Monitor and react to changes in the dynamics of the profession(s) following the General Optical Council (GOC) review into Education	Hold regular workshops across Wales and dissemination of updates to the professions(s) and our stakeholders (notably Welsh Government and the Health Boards) offering timely advice about how the new curriculum might influence current and future service provision

Strategic Objectives

1.2 To raise awareness among health boards, Welsh Government and the wider NHS locally and nationally of the increased role optometrists and opticians 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, dispensing opticians and ophthalmic opticians play in diagnosing, detecting and where appropriate managing their general eye health. Aligned to this is the importance of having an evidence base to our position papers and guidance so that we can 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	Welsh Government and health boards are engaged with ROCs and are focussed on eyecare pathways
Attend conferences and networking events to promote the role of the ROC in being part of the primary care health population and obtain key contacts	Increase in health board, Welsh Government contacts. Increase in outputs at liaison group meetings
Utilise trade press media and other local communication channels to feature case studies of successful community eyecare services	Increase in presence in trade press and local media
Work with Welsh Government to collect data on WECS and other GOS activity and build an evidence base to share at a national and local level	Publication of data Results of evaluations of national and local eyecare services are made available.
Ensure that Health Boards are supported in delivery of further education and training	Provision of advice and support to Health Boards as to how best to utilise the skills of a funded, further qualified workforce

Strategic Objectives

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
Liaise 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
Where appropriate, work in partnership with others towards an integrated approach to patient care	Improved patient pathways through joint working with other professions and stakeholders 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	Support events such as National Eye Health Week, the Wales Vision Strategy Conference and the UK Vision Strategy Conference

Strategic Objectives

2.1 To be a reliable source of excellent support and good quality advice for ROCs

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?
Retain expertise on all matters affecting ROCs	Be recognised as the key source of advice for LOCs
Provide access for ROCs to up to date information online	ROCs regularly access our resources
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	Pathways and guidance are evidence-based and the result of consultation, and are considered by others to be an authoritative resource
Attend each ROCs meeting and provide administrative support for the day to day functions of the ROCs	The number of enquiries to Optometry Wales continues to grow
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
Provision of high quality, advice and support to practice owners about integration of new and existing commissioned services and to acknowledge and appreciate the distinctions between employed, owners and locums in Wales	Delivery of CET and invited stakeholders regularly attend ROC meetings and more of a representative and diverse membership of ROCs

Strategic Objectives

2.2 To facilitate regular and effective communication across ROCs and between ROCs, the Optical Confederation, College of Optometrists and the wider eye health and community

Why is this a priority?

Keeping up to date with the challenges that a devolved government can present is essential for OptWal Limited who act as the primary interface between the UK Optical Bodies, the ROCs and Welsh Government. Our work must be underpinned by a strong organisational focus and excellent corporate governance. We must ensure that our stakeholders have access to OptWal Limited policy and an opportunity to input into policy

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 types of practice via optical media and our website to raise awareness of national issues and get more people involved with their ROC	Increase in the number of subscribers to Optometry Wales Newsletters and Monthly Newsrounds. Increase in coverage in optical press
Facilitate high quality CET events for ROCs to share knowledge, expertise and ideas	ROCs network and communicate on a regular basis
Utilise the optical trade press and networking events to promote the role of the Optometry Wales	Increase in media presence and contacts



Optometry
Wales

Optometry Wales (Trading as OptWal Limited)
21 Alexon Way
Hawthorn
Nr Pontypridd
CF37 5BS