



STRATEGIC PLAN 2020-2023

Expanding our knowledge to develop a world-class
centre for translational research and clinical practice





Strategic Plan

20
23

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In the year 2023, Lions Eye Institute will celebrate its 40th anniversary and this strategic plan is intended to coincide with that milestone.

We have worked collaboratively to assess the internal and external environmental factors that will influence our future direction. We have reflected on and examined our lessons learnt, and considered our stakeholders' needs from many perspectives.

This body of work has defined the areas for renewal and growth as we seek to achieve our aspirations through unity and focus.

When we celebrate our 40th anniversary we will be proud of our achievements, impact and the advances we have made in the prevention and cure of blindness and eye disease.

Welcome

WELCOME TO THE LIONS EYE INSTITUTE

The Lions Eye Institute is both a highly respected medical research institute and a world-class ophthalmic clinic.

These divisions are complemented by Lions Outback Vision, Lions Optics, Lions Laser Vision, Clinical Trials and Lions Eye Bank.

The Lions Eye Institute was established in 1983 with the support of the Lions Club of Australia. In 1970 Lions Clubs had established the Lions Save Sight Foundation (WA) Inc to lead the development of the highest standard of ophthalmic care, and in 1975 Professor Ian Constable AO became the inaugural Lions Chair in Ophthalmology at The University of Western Australia. Professor

Constable, still a clinician at the LEI, was named its Patron in 2018.

As a not-for-profit research organisation, the Lions Eye Institute works towards a world without blindness, pushing the frontiers of science to discover the causes of eye disease and develop treatments.

The LEI clinic, which also includes a day surgery unit, is staffed by highly experienced ophthalmologists and health professionals, who treat patients with blinding eye diseases as well as those with lifestyle-limiting conditions. Attached to the clinic is Lions Laser Vision, the first clinic in

Australia to perform the LASIK procedure.

Lions Outback Vision improves access to quality eye health care services in regional, remote and Indigenous Western Australian communities. It was established in 2010 and the Vision Van, a mobile health clinic that travels throughout the state, was introduced in 2016.

The Lions Eye Bank of Western Australia collects, processes and distributes donated corneal and sclera tissue, giving sight and hope to patients requiring transplants.



Chair

CHAIR'S MESSAGE

The Lions Eye Institute has a clear point of difference that underpins its success – its ability to translate science into practical outcomes that save people's sight.

The Institute's ground-breaking research work complements clinical practices in both metropolitan and regional/remote locations, with the ophthalmic clinical trials unit further bolstering translational results.

The Lions Eye Institute's Strategic Plan 2020-23 has been developed to harness the energy and opportunities of this unique structure.

The Plan is the result of reflection of the past 37 years of Lions Eye Institute's achievements, assessment of the internal and external factors that have the potential to impact on our work going forward, and careful consideration of the strategies we need to implement to ensure our ongoing success.

It charts an aspirational yet achievable course for the future that will see the Institute run faster and harder towards a world without blindness, and responds to a number of critical drivers for change. These include Australia's ageing population and subsequent increase in vision challenges, the significant eye health gap between Indigenous and non-Indigenous Australians, and the high economic and social costs of vision loss.

I commend the Lions Eye Institute's Strategic Plan 2020-2023 to our employees, partners and all stakeholders as a clear and compelling blueprint for saving sight.

“We have a clear point of difference.”



Peter Forbes

MANAGING DIRECTOR'S MESSAGE

In just three years the Lions Eye Institute will commemorate its 40th birthday, and this will be a milestone celebration of our journey of innovation, commitment and growth.

In our drive to prevent and cure blindness and eye disease, we have achieved many significant research and clinical outcomes that have greatly improved people's lives around the world.

Our new Strategic Plan lights the way for us to expand our knowledge and care of vision-related problems in a coordinated manner, with core linked platforms. This will set us up for success and sustainability beyond our 40 years. It articulates the strategic initiatives on which we will be focusing in 2020-23 in order to ensure we continue to operate at the leading edge of medical research and clinical practice, globally, well into the future.

In formulating this Strategic Plan, we sought to both build on our existing strengths and describe the innovative initiatives that will secure our progress in a rapidly changing world.

In many ways, this Plan re-sets and re-frames the Institute, while staying

We have identified the five key Strategic Goals that we aim to achieve:

- 1 **Medical Breakthroughs** – investing in world-class medical research and its translation into clinical practice;
- 2 **Eye Healthcare** – innovating and expanding ophthalmology services;
- 3 **Social Impact** – growing community education and outreach;
- 4 **Digital Capability** – transforming through the use of technologies; and
- 5 **Operational Excellence and Governance** – unity in our direction, leadership and culture.

true to our core purpose and our aspiration of better vision for all.

We have embarked on a process of research renewal, including clearly defining our research focus areas – glaucoma, diabetic and vascular retinopathies, Indigenous and community eye research, genetic eye disease and gene therapies, and cornea, ocular surface and ocular immunology – and the steps we are taking to build on our organisational DNA of excellent, ground-breaking research.

We are expanding and optimising our clinical services to ensure our patient care and treatments are leading edge and accessible, wherever we operate throughout Australia and internationally. We are growing our community footprint, including our work to close the gap in Indigenous eye health, and taking a lead role in training and educating the ophthalmic leaders of tomorrow.

We are embracing technology and innovation to support our research and clinical care practices, and ensuring our governance processes are best practice.

We will only achieve these goals when we work together productively, as one united organisation. In our strategic planning process, we have redefined the values that will underpin our progress. These are:

**CURIOSITY, CARE, INTEGRITY,
IMPACT and UNITY.**

These values don't just govern the way we operate internally; they also reinforce our interactions with our patients, collaborators, donors, other external stakeholders and each other.

Our Strategic Plan provides us with the road map we need to steer us through the next exciting stage of our journey. It will help us to both honour the legacy of Western Australia's ophthalmic pioneers and capitalise on the opportunities we have ahead.

Above all, it will guide us to do what really matters – **change people's lives for the better.**

“In many ways, this Plan re-sets and re-frames the Institute.”

Bill Morgan



PURPOSE

WHY WE EXIST

To prevent and cure blindness and eye disease.

VALUES

OUR GUIDING PRINCIPLES



Curiosity : we ask questions, are interested and never stop learning.



Care : we consider and respect our patients, collaborators and each other.



Integrity : we do what we say we're going to do, and are accountable, transparent and responsible in our actions.



Impact : we make a positive difference to the lives of others and the communities in which we operate.



Unity : we support each other and work as one to achieve common goals.

VISION

OUR ASPIRATION

Better vision for all.

KEY PILLARS

1

Medical Breakthroughs

We will invest in world-class medical research and its translation into clinical practice.

2

Eye Healthcare

We will innovate and expand our leading edge ophthalmology services, nationally and globally.

3

Social Impact

We will grow our community footprint through excellent outreach and innovative education approaches.

4

Digital Capability

We will transform and future proof our organisation through the clever use of technologies.

5

Operational Excellence and Governance

We will operate with a unified direction, leadership and culture.



STRATEGIC GOAL NO. 1

Medical Breakthroughs

Medical Breakthroughs

We will invest in world-class medical research and its translation into clinical practice.

The Lions Eye Institute has made a significant impact on health, nationally and globally, through its unique ability to take knowledge and techniques developed in the laboratory to patients. Ground-breaking treatments and diagnostic techniques have been a feature of the Lions Eye Institute's journey for almost four decades.

Going forward, the Institute will continue to push the frontiers of scientific knowledge and endeavours to make giant strides in eye health through its 'can do' translational ability.

The Lions Eye Institute Clinic and Clinical Trials centres are amongst the largest in Australia, which combined with the research and community service arms has led to Lions Eye Institute being unique in Australia. This combination enables

our researchers and clinicians to develop new treatments for eye disease, and this model is what differentiates Lions Eye Institute from its competitors. Inherent in our quest to prevent and cure blindness, Lions Eye Institute adopts an ethical and collaborative approach to research whilst remaining committed to implementing effective translation of all technical innovations for standard-setting care across the community.

Research renewal program

During 2019, an extensive review of Lions Eye Institute's research division was conducted, culminating in the *research renewal program* which defines Lions Eye Institute's future direction in research. The core areas of research focus will be:

- glaucoma;
- diabetic and vascular retinopathies;

- Indigenous and community eye research;
- genetic eye disease and gene therapies; and
- cornea, ocular surface and ocular immunology.

Going forward we will implement a new research governance framework, operating structure, consumer advocacy group, committees and advisory panels.

Recruitment and retention strategy

A targeted *recruitment and retention strategy* will see the next generation of researchers employed to undertake discovery, translational and clinical research.

This will be a high calibre team that will thrive on working in a stimulating academic environment and collaborating with their peers in the clinics, community and eye bank.

We will achieve our 2023 vision by:

KEY STRATEGIC INITIATIVES

Developing a Research Governance Framework and translating it into a viable operating model.

Renewing the Research structure and building a diverse team of world-class researchers.

Implementing a comprehensive Research Plan.

Increasing the number of joint research initiatives.

Enhancing management of clinical trials, outputs and outcomes.



“ We have strategic alliances and collaborative research links with universities, industry and other institutes – we are set to grow more, nationally and internationally. ”

Medical Breakthroughs

Our vision of 2023 will see Lions Eye Institute's laboratories abuzz with passionate researchers with a clear research mandate, support pathways in line with the renewal program, and significant interaction with clinicians. They will have access to the technologies needed to transform the way they work. This environment will make Lions Eye Institute a highly sought-after research institute with which to work and engage. There will be increased opportunities to collaborate on research initiatives and commercial ventures with universities, industry and other institutes, nationally and internationally. Researchers, clinicians and partners will be confident that Lions Eye Institute can secure long-term funding pathways enabling continuity of research and medical breakthroughs.



Eye Healthcare

👁️ We will achieve our 2023 vision by:

KEY STRATEGIC INITIATIVES

- Improving clinical services management practices and financial sustainability.
- Increasing brand awareness and engagement with key stakeholders, including referrers.
- Expanding Lions Eye Institute's service offering and geographical reach.
- Improving the experience and level of satisfaction for patients and referrers.
- Reducing Lions Eye Institute's carbon footprint.



STRATEGIC GOAL NO. 2

Eye Healthcare

“ New and more efficient ways of working together to improve clinic flow, the patient experience and financial sustainability will be ingrained. ”

We will innovate and expand our leading edge ophthalmology services, nationally and globally.

The Lions Eye Institute's clinical services have long been regarded as leading the field in the provision of the highest quality eye health care. As a key part of the Institute, the clinic also plays a critical role in the translational research that sees ground-breaking science taken from the laboratory to clinic and patients.

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Patients who are treated at the Lions Eye Institute receive state-of-the-art care and know that this is informed by continuous research.

The Lions Eye Institute is a *Centre of Clinical Excellence* providing sectoral leadership, clinical best practice, research and education to prevent and cure blindness and eye disease. Our clinicians train the next generation of ophthalmic specialists and participate in clinical trials to play their role in advancing eye healthcare.

We are at the cusp of technological and cultural change and see a future in which all clinical measures are recorded and analysed digitally to form more rapid feedback loops to advance the quality of care and delivery. This is going to require cultural change that stimulates constructive feedback from all levels. Patients and their referrers will enjoy the efficient experience of dealing with us.

Renewal and expansion strategy

Demand for ophthalmic services is growing, primarily due to Australia's ageing population as well as the rising incidence of chronic disease. To meet this demand whilst remaining at the forefront of clinical excellence, the Lions Eye Institute will pursue a *renewal and expansion strategy* over the next four years. Lions Eye Institute will continue to operate clinics in Nedlands, Murdoch

and Midland whilst exploring the potential of a satellite clinic north of Perth. The Murdoch and Midland Clinics will be expanded to include Service Units that provide patients with additional ophthalmic services including retinal, cornea, glaucoma and plastics-uveitis care. Lions Outback Vision will establish a regional ophthalmic hub in Broome. The Vision Van will continue to provide mobile ophthalmic services to those living in regional and remote communities throughout regional Western Australia. The Lions Eye Institute's ophthalmic services will continue to be complemented by specific units including Laser Vision, the Eye Bank and Day Surgery.

Every initiative and service is designed to assist patients to conveniently access the eye care they require to receive personalised care over their lifetime; not just as a one-off experience.

Funding

The downward trend in our economy, rising cost of healthcare and increased competition are risk factors the Lions Eye Institute must manage to ensure continuity of funding for research. To mitigate the risks, Lions Eye Institute will reassess how we manage clinic usage, caseloads, pricing, referral networks, administrative processes and overheads.

As we introduce change, we will be sensitive to the patient experience, their needs and expectations.

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Our staff are our most valuable resource and we will alter the clinical organisation structure to enhance performance reviews, feedback and training.

Technology

The Lions Eye Institute's renewal and expansion strategy will be underpinned by increased investment in technology and the latest medical equipment. A shift to digital medical records and billing systems will improve data usage and reliability, and provide a platform for more efficient analysis and planning.

Environmental sustainability

Lions Eye Institute recognises the importance of environmental sustainability and is committed to minimising our carbon footprint. We will examine innovative approaches to minimising waste, energy usage and travel, as well as improving our purchasing and recycling practices. Becoming an environmentally friendly organisation is a significant and long-term change initiative and one that we will embrace as part of our civic responsibilities.

👁️ Eye Healthcare

Our vision of 2023 will see the Lions Eye Institute firmly entrenched as the first choice for patients wanting the best possible care for their eye health.

New and more efficient ways of working together to improve clinic flow, the patient experience and financial sustainability will be ingrained. Our service offerings and geographical reach will have increased and demand for services too.

Our commitment to be a *Centre of Clinical Excellence* will be evidenced by the success of patient outcomes, published articles and industry recognition. We will have trusted relationships with doctors and optometrists with an improved referral system. We will be proud of the inroads we are making to reduce our carbon footprint.

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STRATEGIC GOAL NO. 3 Social Impact

We will grow our community footprint through excellent outreach and innovative education approaches.

We believe in making our skills and knowledge accessible, and actively promote service enhancement across all of our communities, and our near neighbours.

An early example of this was the setup of the Indonesian ophthalmic training programmes with inter-university and ophthalmic society research and training collaborations across developing Asian nations.



A more recent example was the establishment of Lions Outback Vision in response to the gap in eye healthcare between patients living in regional and remote Australia and their counterparts in urban locations. Both initiatives educate and support those in need.

The Lions Eye Institute will increase building local community capacity and skills, broadening the experience of eye health professionals with the expansion of public health capacity at every level, from school education to tertiary eye training and intern placements.

The Lions Outback Vision regional ophthalmic hub in Broome will increase education and support that will reach the far north west of our state, benefiting Indigenous people, health workers and their communities. New opportunities to facilitate student, intern and visiting registrar placements at the Lions Outback Vision regional hub and on the mobile van will also be made possible.

Doctor of Optometry program

The Lions Eye Institute will partner with The University of Western Australia to establish a Doctor of Optometry program. This will be the first of its kind in Western Australia. Lions Eye Institute will provide placement opportunities for WA Optometry students and enable UWA academics to operate from Lions Eye Institute's research and

clinical facilities. This will expand our research capacity for generating novel and real community benefits.

Exchange opportunities

Indonesian and Australian exchange opportunities will increase and expand into other Southeast Asian countries, using linkages with other non-government organisations. Importance will be placed on making exchanges possible across all subspecialties and enhancing the experience and outcomes for visiting doctors.

As we move forward there will be greater emphasis on collaborative research to enhance development capacity within our neighbours.

An example was the joint development of the Virna Glaucoma implant with the University of Indonesia which is transforming glaucoma care. The Virna was developed using a rapid collaborative pipeline, which points the way towards other transformative projects, including those using low-cost diagnostic techniques and analytics for mass screening both overseas and domestically.



Social Impact

Our vision of 2023 will see the reach of the Lions Eye Institute stretch to make quality eye health care accessible for everyone. There will be an increase of eye health professionals, students and health workers supporting their communities due to our scale-up of education and community outreach initiatives.

Lions Outback Vision will have expanded its footprint in WA's far north-west and the UWA Optometry School, in partnership with the Lions Eye Institute, will be home to the next generation of aspiring optometrists.

Our clinics, laboratories and meetings will include young international, Indigenous and consumer representatives working collegiately, sharing ideas and growing their networks.

As a not-for-profit entity, Lions Eye Institute will be able to demonstrate its social impact and remarkable contribution to advancing eye care and research. The benefits will ripple throughout the world.

Social Impact

“Lions Eye Institute will be able to demonstrate its social impact and remarkable contribution to advancing eye care and research. The benefits will ripple throughout the world.”

We will achieve our 2023 vision by:

KEY STRATEGIC INITIATIVES

Establishing the Doctor of Optometry program in partnership with The University of Western Australia.

Establishing the Midland optometry placement and service centre.

Establishing the Lions Eye Institute as the hub for advancing eye healthcare in communities.

Increasing education, awareness and support for Indigenous patients and communities.

Increasing advocacy to promote equity and access in eye healthcare and investment in ophthalmic research.

Increasing Indonesian and Australian exchange opportunities.



STRATEGIC GOAL NO. 4

Digital Capability

We will transform and future proof our organisation through the clever use of technologies.

The Lions Eye Institute will introduce the technological and cultural change necessary to constantly record, monitor and analyse information that is increasingly vital for its research, clinical and financial quality, growth and sustainability. Equally vital will be the need for technological change that facilitates teaching, collaboration and marketing.

Like most evolving business entities, the Lions Eye Institute understands that we are living in a digital world which is rapidly reshaping our society, economy and industries.

Technology makes us connected, dependent and vulnerable. It is the major driver of change from how clinics manage patient appointments, billing and referrals through to the types of medical interventions patients receive. Whether Lions Eye Institute uses technology to improve patient care, conduct tele-ophthalmology, mine research data or improve business processes, at every level there is a necessity for digital capability. As technology continues to change the way we work and live, Lions Eye Institute will continue to harness the benefits and meet challenges in a focused and pragmatic manner.

Technology roadmap

To ensure Lions Eye Institute makes the best decisions related to investment in technology, it will develop a *technology roadmap* to prioritise areas of digital transformation, identify digital capabilities required and quantify costs. In doing so, leaders and staff will be able to prepare, engage and assist with the technological changes as they occur to ensure ease of transition and improved outcomes.

One of the most significant digital transformations that will take place over the next four years will be Lions Eye Institute's shift to an *integrated digital medical records system*.

The volume of patient data can be used to provide complete and accurate information at point of care. It will be a key resource to further research objectives and provide analysis for business improvement.

Digital marketing strategy

The Lions Eye Institute recognises the importance of its digital presence to help grow its brand, reputation and engagement. It will provide ease of access to information for patients both current and prospective along with other key stakeholders. A comprehensive *digital marketing strategy* will be implemented to leverage search engines, social media, email and other digital channels.

As Lions Eye Institute scales up its social and economic impact, it will increasingly rely on technologies to support education and training initiatives.

Digital Capability

“ Lions Eye Institute will be established as a translational research organisation of the future, with clinicians, researchers and support teams using technology with confidence due to the investment made in growing digital capability.”

Technologies such as assisted diagnostics, virtual reality and other teaching applications will assist Lions Eye Institute to enhance learning outcomes.

Whether technologies are being used for staff development, supporting patients with self-care or health workers understanding new clinical interventions – **all will benefit from the experience.**

“ We will achieve our 2023 vision by:

KEY STRATEGIC INITIATIVES

- Establishing Lion Eye Institute's technology roadmap and core policies and practices.
- Aligning systems and software with corporate and operational needs.
- Fully embedding Lion Eye Institute's electronic medical records system.
- Increasing Lion Eye Institute's digital presence.
- Using technologies to support Lion Eye Institute's education and training initiatives.

Digital Capability

Our vision of 2023 will see the Lions Eye Institute established as a translational research organisation of the future, with clinicians, researchers and support teams using technology with confidence due to the investment made in growing digital capability.

Patient information will be used more efficiently in daily activities and easily for cross-purposes due to the successful implementation of the electronic medical records system and integration with other business applications. Administration processes and business practices will have changed increasing efficiency, effectiveness and productivity.

Lions Eye Institute will feature prominently online and our digital marketing efforts will provide the increase in brand awareness, demand for services and investment in our cause. Our digital approach to education is positively impacting staff and the wider community. We recognise technology will continue to evolve and we will have the digital capability to foresee what lies ahead.

5



STRATEGIC GOAL NO. 5

Operational Excellence and Governance

👁️ We will achieve our 2023 vision by:

KEY STRATEGIC INITIATIVES

Upholding a robust governance framework.

Strengthening financial viability.

Growing sustainable fundraising revenue from both public and private sectors.

Fostering an engaged, adaptable and high performing workforce within a positive workplace culture.

Building a global reputation as a premier translational research institute, ophthalmic clinic and community outreach organisation.

Investing in the upkeep and quality of Lion Eye Institute's premises and infrastructure.



“Despite increased competition for talented staff, we will have the best people working in our organisation and their willingness to learn and commitment to Lions Eye Institute's values makes us a unique organisation.”

We will operate with a unified direction, leadership and culture.

By 2023, it is envisaged that the Lions Eye Institute will have expanded its research capability and be furthering its clinical footprint in new communities and geographies. To support this growth, we require operational excellence with a workforce that is engaged, leadership that inspires performance, and mobile, flexible people with the right skills and capabilities. To ensure we have the capability in our workforce, we will develop sustainable strategies that attract, develop and retain our best people now and into the future.

As we head towards our 40th anniversary there is much to be done to ensure a high performing and sustainable organisation. We know it is imperative that our business models keep pace with the changing landscape of specialist medical services, health insurance funding

regimes, government regulation and consumer and funder expectations.

The determinants of success will rely on our unity and focus.

We will generate diversified revenue to support our *Research Plan*, capital expenditure requirements and our future aspirations.

A suite of financial and non-financial metrics will be used to monitor performance providing us with the ability to quickly respond to changes in our environment.

Funding

There is growing evidence of the increasingly competitive funding environment for both private and public funding, and the impact of the economic downturn.

Charities are struggling in this difficult environment as they vie for the financial support they need.

These circumstances call on the Lions Eye Institute to deploy creative fundraising tactics to enable us to grow sustainable revenue. This will require specialist support to help Lions Eye Institute navigate the complexities and hurdles.

Dedicated time and commitment will be invested to improve our success rate and to strengthen key stakeholder relationships, with governments, donors and philanthropists, the media and other key stakeholders.

We will continue to build our funder stewardship expertise and communications.

Our people and work

People are our greatest asset and we will do all we can to attract and retain the highest calibre employees, and to foster an engaged, adaptable and high performing workforce. To this end, we will take a fresh approach to *workforce planning and organisational development* with a focus on embedding our values and creating a culture that recognises high performance. We will invest in *leadership development* as it is recognised as a key attribute to building positive workplace culture. We will benchmark our performance against our peers.

The quality of our work and respect in the industry position Lions Eye Institute as a premier

translational research institute and healthcare provider.

We will explore new ways to raise awareness of our work and our services, and increase brand awareness.

There will be reliance on our *communications strategy* to broaden our reach in the community as we share stories and strengthen advocacy efforts.

Stakeholders – including governments, patients, funders, media, collaborators and peer organisations – will be brought along on our research journey and successes, through the development of strong and enduring relationships.

👁️ Operational Excellence and Governance

Our vision of 2023 will see our culture of unity and focus as a core strength that provides us with an edge. We will have grown revenue streams through exceptional management. Increased fundraising revenue will be due to the value funders place on the research and contribution we make to society in advancing eye healthcare and preventing and curing blindness.

Despite increased competition for talented staff, we will have the best people working in our organisation and their willingness to learn and commitment to Lions Eye Institute's values makes us a unique organisation. Our people, funders and key stakeholders respect our brand and our reputation continues to grow internationally. Our commitment to strengthen Lions Eye Institute's prosperity continues.

