Strategic Plan 2017–2020

ICO Commitments:
- Enhance Education
- Empower Societies and Leaders
- Advance Eye Health
The Global Need for Eye Care

According to the Vision Loss Expert Group and published in The Lancet:

Worldwide 253 million people are blind or visually impaired:

- 36 million blind
- 217 million with moderate to severe impairment

About 89% of the world's visually impaired people live in low and middle-income countries.

The primary causes of visual impairment are cataract and refractive error. Emerging problems include diabetic retinopathy, glaucoma, and age-related macular degeneration.

With population growth and aging, vision loss and the need for eye care will increase.

75% of blindness and visual impairment is avoidable.

Our Vision

A world in which no one has avoidable vision loss, resulting from the shared commitment of ophthalmologic societies, individual ophthalmologists, and those who work with them.

Our Mission

To work with ophthalmologic societies and others to improve access to high-quality eye care, in order to preserve, restore, and enhance vision for the people of the world.
Our Goals and Commitments

Enhance Education
Ophthalmologists lead teams that provide high-quality eye care in every country in the world focused on meeting individual and community needs.

Audience: Individual Ophthalmologists

Empower Societies and Leaders
Effective ophthalmologic societies and leaders support individual ophthalmologists and advocate with governments and others to ensure eye care is resourced and coordinated.

Audience: Ophthalmologic Societies and Leaders

Advance Eye Health
The ICO leads international ophthalmology and collaborates with other organizations to advance the eye health of all people.

Audience: Decision Makers

Strategy Map
The main future directions for the ICO—the vision, mission, three goals, and eight objectives—are captured in our “Strategy Map” on the next pages.

Our Values
- Ethical, transparent, and reliable
- Inclusive, collaborative, and responsive
- People-oriented, humanistic, and caring
- Innovative
- Professional and financially self-sustaining
- Committed to learning, thinking critically, and making decisions based on evidence
**Our vision:** A world in which no one has avoidable vision loss, resulting from the shared commitment of ophthalmologic societies, individual ophthalmologists, and those who work with them.

**Our mission:** To work with ophthalmologic societies and others to improve access to high-quality eye care, in order to preserve, restore, and enhance vision for the people of the world.

### Goals

- Ophthalmologists lead teams that provide high quality eye care in every country in the world focused on meeting individual and community needs.

### Objectives

#### Enhance Education

- Help individual ophthalmologists to enhance their clinical knowledge and skills and professional competencies.

#### Empower Societies and Leaders

- Provide ophthalmologic societies and leaders with resources and skills to lead, communicate and advocate, and to serve and retain their members.

#### Advance Eye Health

- Advocate to decision makers for increased resources for eye care by setting global standards and providing expertise, models, and data.

### Stakeholders

1. Help individual ophthalmologists to enhance their clinical knowledge and skills and professional competencies.
2. Provide ophthalmologic societies and leaders with resources and skills to lead, communicate and advocate, and to serve and retain their members.
3. Advocate to decision makers for increased resources for eye care by setting global standards and providing expertise, models, and data.

### Capacities

4. Improve our communications and marketing, particularly to individual ophthalmologists and societies, so that all ophthalmologists are aware of what the ICO is and does.
5. Build a global network of volunteer experts in all areas of eye care and education, and engage goal-oriented, committed, and passionate leaders in the ICO who are representative of global ophthalmology.
6. Become more effective at fundraising and securing financial support for ICO programs and initiatives.

### Learning, Growth, and Resources

7. Review and improve our governance and committees structures and staff support, and make governance more transparent to our member societies.
8. Increase and diversify income to the ICO using our intellectual property and other assets and capabilities.
Our Objectives

Stakeholders
The first three (of eight) objectives in the strategy map will be the main focus of our work going forward:

Objective 1. Help individual ophthalmologists to enhance their clinical knowledge and skills and professional competencies.

Objective 2. Provide ophthalmological societies and leaders with resources and skills to lead, communicate and advocate, and to serve and retain their members.

Objective 3. Advocate to decision makers for increased resources for eye care by setting global standards and providing expertise, models, and data.

The ICO's ultimate goal is to help the people of the world see better and have the best possible quality of life.

To do that, we will focus on helping individual ophthalmologists be trained to meet international standards and have access to state-of-the-art continuing professional development.

One critical pathway to support the education of ophthalmologists is to help Member society leaders strengthen their national societies and offer educational opportunities to their members that will help them meet the eye care needs of their communities.

But even well trained ophthalmologists and effective societies will not assure that individuals can obtain the care they need. So the ICO is committed to advocacy to decision makers to increase access to quality eye care for all people.

Ophthalmologic societies play a critical role in both education and advocacy. Working in collaboration with its Members and others, we can have a much greater impact on helping people to see better than the ICO could by itself.

Initiatives: The Need to Focus

A primary emphasis in the ICO strategic planning process was on outcomes: What can we do that will have the greatest impact on achieving the eight objectives and our goals? We asked the leaders of our Member societies and the ICO leadership for their suggestions for initiatives to achieve each of the eight objectives and started with a list of more than 90 possible initiatives.

Recognizing that we have very limited resources and need to focus on what is going to have the greatest impact, we asked leaders to rate and comment on possible initiatives and narrowed the list down to the 16 initiatives that are included in the final strategic plan.

Initiatives: Enhancing Education

The first four initiatives cover strengthening three primary ICO educational programs—the World Ophthalmology Congress®️, ICO Examinations, and ICO Fellowships—as well as developing a system for accreditation of training programs:

1.a. Define ways to increase and extend the value of the World Ophthalmology Congress®️ (WOC).

1.b. Move to offer ICO Examinations online and explore the potential for subspecialty exams.

1.c. Assess the feasibility of offering an ICO accreditation program to improve training of ophthalmology residents and, potentially, subspecialists and continuing medical education.

1.d. Evaluate the impact that ICO Fellows have had in their countries and re-define the focus and duration of ICO Fellowships.

(The initiatives are numbered corresponding with the numbers of the eight objectives. So these four initiatives all relate to the Objective 1.)
Initiatives: Empowering Societies and Leaders
The next two initiatives cover helping ophthalmologic societies and leaders to be more effective:

2.a. Assess the needs of Member and non-Member societies in high, middle, and low resource areas and define clear ways for the ICO to collaborate with and support them.

2.b. Establish an Emerging Leaders Initiative in conjunction with supranational and Member societies and offer courses and resources on leadership and society development skills in cooperation with existing leadership development programs.

Initiative: Advocacy
There is one initiative focused on advocacy to decision makers:

3.a. Work with ophthalmologic societies and non-governmental development organizations (NGOs) on strategic advocacy to enhance eye care services in underserved countries and help those who are blind or visually impaired attain their full potential.

Initiatives: Increasing ICO Capabilities and Resources
The next six initiatives all relate to enhancing our capacity to achieve our goals: our capabilities for communications and marketing, development of ICO leaders, and fundraising:

4.a. Expand and enhance our database of teachers, leaders, and individual ophthalmologists.

4.b. Define distinct information that the ICO can offer to ophthalmologists and reach all ophthalmologists in the world with communications that are current, interesting, important, clear, and concise.

5.a. Identify volunteer expertise needed by the ICO, recruit and select members of the network, and develop a listing/database of ophthalmologists to contribute to the WOC scientific program and to the other initiatives of the ICO.

5.b. Define an ICO leadership succession plan, recruit high performers from regional and national leadership development programs, and promote those who are most productive from ICO committees to leadership roles.

6.a. Assess past fundraising efforts; consider innovative, impactful, and new initiatives or projects; and define a development (fundraising) plan with clear priorities, targets, and strategies.

6.b. Evaluate what has been achieved with the Teaching the Teachers program and define a major initiative that can be the focus of fundraising by the ICO Foundation, with a coordinated approach to ophthalmic companies, NGOs, and individuals.

Initiatives: Governance and Income
The last three initiatives cover review of ICO governance, structure, and function; increasing income from existing programs; and development of self-sustaining programs for the future:

7.a. Review the purpose, goals, reporting lines, staffing, and turnover of all ICO working groups and assess the outcomes they achieve in order to maximize what they accomplish.

8.a. Explore ways to maximize income from the ICO Examinations and WOC® and define strategic marketing plans for both.

8.b. Develop more self-sustaining programs by identifying and filling niches that are important to educators and ophthalmologists worldwide where the ICO has particular expertise and competence and that are not competitive with Member societies.
How Do We Measure Success? The Scorecard
With our strong emphasis on outcomes in the ICO strategic planning process, we defined clear, measurable indicators of success. For each objective and related initiative we defined “lead” and “lag” indicators. Lead indicators are oriented toward process and show whether we are making the progress we would like on the initiatives. Lag indicators measure outcomes, what we ultimately want to achieve.

The Complete Strategic Plan
You can download the full ICO Strategic Plan with the Strategy Map, Scorecard, and the Drivers here: www.icoph.org/ICOStrategicPlan-2017-2020

Implementation, Monitoring, and Evaluation
The ICO has asked individual leaders and staff to take responsibility for leading groups to implement a selected majority of these initiatives starting in early 2017 and implementation of the remaining initiatives in 2018.

Membership
114 National Societies
43 International Subspecialty Societies

Collaborating Organizations
World Health Organization (WHO)
International Agency for the Prevention of Blindness (IAPB)
Academia Ophthalmologica Internationalis (AOI)
International Non-Governmental Development Organizations (INGOs)

Supranational Organizations
Asia-Pacific (APAO)
European (SOE)
Middle East African (MEACO)
Pan-American (PAAO)

We are working toward our vision of a world in which no one has avoidable vision loss.

We are building a world alliance for sight.
If you are interested in joining that alliance or contributing to the implementation of this strategic plan, we welcome hearing from you at: info@icoph.org.

For more information on the ICO and to learn about our progress on the strategic plan, visit our website at www.icoph.org.