



2011 – 2015 ICO STRATEGIC PLAN SUMMARY

This is a summary of the 2011 – 2015 Strategic Plan for the International Council of Ophthalmology (ICO). It contains a description of the planning process and the Core Strategic Framework for the Plan, which includes:

- A mission statement,
- Four major goals (indicated by Roman numerals),
- Primary strategies for implementation of each of the goals (indicated by capital letters), and
- A vision for the future of the ICO.

THE PLANNING PROCESS

In June 2010, the ICO launched a strategic planning process with small group discussions among the leaders of ICO member societies, the Board of Trustees and Advisory Committee members at the General Assembly during the 2010 World Ophthalmology Congress in Berlin.

In October of that year, we conducted surveys on the needs and attitudes of:

- Leaders of ICO member societies and other national and subspecialty ophthalmologic societies,
- Ophthalmic educators, and
- Individual ophthalmologists.

The discussions at the General Assembly, responses to the surveys and other suggestions from the Board and Advisory Committee provided perspective for a strategic planning session held in Beirut, Lebanon on November 11 – 13, 2010.

The report on the Beirut planning session was a draft strategic plan for the ICO. It had three attachments:

- More specific ideas proposed during the planning process for implementation of the goals and strategies and possible outputs, outcomes and measures of success.
- The “logic model” for the Strategic Plan (which shows the relationship between long term, mid-term and short-term outcomes, strategies and inputs).
- A situational analysis that provided perspective for planning, including a situation statement, environmental assessment and assumptions and stakeholder analysis.

The draft plan was circulated to the Board and Advisory Committee first for comment and then to ICO member societies and others, leading to a follow-up strategic planning session March 17 – 18, 2011, in the Hunter Valley, Australia. The plan was subsequently revised again, and all ICO members were asked to comment suggest priorities for implementation. The plan provides a framework for definition, later in 2011, of ICO Committee and Task Force annual plans and budgets for 2012 and beyond.

CORE STRATEGIC FRAMEWORK

MISSION

The following sets forth the ICO's primary purpose – why the organization exists and the ultimate results it seeks to achieve.

The International Council of Ophthalmology works with ophthalmologic societies and others to enhance ophthalmic education and improve access to the highest quality eye care in order to preserve, restore and enhance vision for the people of the world.

GOALS AND STRATEGIES

Four mission-related goals (indicated by Roman numerals) provide focus and direction for the ICO by defining broad long-term outcomes. The related strategies (indicated by capital letters) set forth broad priorities for how the ICO will work to achieve these goals in the next five years.

- I. EDUCATION: To enhance the training and continuing education of ophthalmologists and allied eye care professionals to meet the growing need for eye care worldwide.**
 - A. Expand the focus of education from training ophthalmologists to treat individual patients to training teams of eye care professionals led by ophthalmologists to meet the eye care needs of their communities, with the community/team approach incorporated into all levels of education.
 - B. Develop an integrated continuum of ICO educational programs by bringing the leaders of all existing programs together to plan collectively and coordinate what they do.
 - C. Organize conferences, courses and online resources to “teach the teachers” and help ophthalmic educators provide more effective training and continuing education.
 - D. Take greater responsibility for management of the World Ophthalmology Congress (WOC) and work with host societies to make it a model for how to apply modern educational techniques to providing continuing ophthalmic education.

- II. EYE CARE DELIVERY: To integrate ophthalmology and eye care into the larger health care system, with eye care teams focused on meeting the needs of the public in their communities.**
 - A. Develop a system for collection and analysis of data about ophthalmology and eye care that documents the need for and benefits of eye care and measures progress on improving care, resulting in collection of the data that is essential for planning, advocacy and monitoring.
 - B. Advocate for allocation of sufficient resources – financial, political, physical and human resources – to eye care and ophthalmology primarily by helping national societies become effective advocates within their countries.

- C. Develop stronger relationships between ophthalmology and Non-Governmental Development Organizations (NGOs) and foster cooperation and coordination of strategies and activities to improve eye care with NGOs and other professional societies and institutions committed to eye health.
- D. Foster community ophthalmology with a focus on public health and populations (not only individuals).

III. SOCIETY AND LEADERSHIP DEVELOPMENT: To strengthen international ophthalmology by fostering and facilitating development of ophthalmologic societies and leaders who will work with the ICO and each other effectively across borders and cultures to enhance eye care worldwide.

- A. Strengthen relationships between the ICO and its national and subspecialty society members, provide more specific benefits of membership and collaborate with members on education, advocacy and initiatives to enhance eye care.
- B. Support members and other societies in becoming more effective organizations.
- C. Work with supranational societies to clarify their relationship with the ICO and to define clear expectations and specific plans for collaboration and cooperation, including support for strengthening national societies.
- D. Stimulate and support development of effective future leaders for international ophthalmology, including a clear pathway for development as a leader and courses and online resources to help potential leaders acquire critical knowledge, skills and experience.

IV. ICO ORGANIZATIONAL DEVELOPMENT: To develop the governance, organizational structure and financial resources needed for the ICO to be self-sustaining, fulfill its mission and achieve its long-range goals and objectives.

- A. Modify the ICO's governance structure and processes to achieve ongoing succession of effective leadership and increase involvement of supranational and member societies, with:
 - Four Officers, each serving a two-year term, and
 - A full time Chief Executive Officer (CEO), an ophthalmologist hired for a five-year term with primary responsibility for leading and managing the ICO.
- B. Define clear outcomes, plans, measures and financial expectations for each ICO program and establish a system for annual evaluation of programs, with changes made as needed to achieve critical results.
- C. Increase and diversify the ICO's funding and revenue sources to ensure organizational stability and sustainability.

- D. Establish a Budget Committee and develop financial management systems that are transparent and data-driven and focused on ensuring organizational sustainability.
- E. Hire skilled and committed staff needed to advance the ICO's mission and strategic priorities, given the limits of available resources.
- F. Continue to develop the information technology, systems and processes needed to support the ICO's strategic direction and priorities.

VISION

The following outlines the ICO's vision of success: how the world will be different because the ICO has undertaken these goals and strategies and what the ICO looks like in that future world.

The International Council of Ophthalmology is working with other organizations involved with eye care to create a world where no one is needlessly blind or visually impaired. In this world there are a sufficient number of well-trained ophthalmologists, subspecialists in ophthalmology and allied personnel working together to provide quality eye care to all who need it. Ophthalmology and eye care are valued and integral parts of health care systems and adequately supported by positive government policy, sufficient funding and other resources. Data documenting the need for and benefits of eye care is available and reliable. Preventive as well as curative eye health services are easily accessible, affordable, and available to all and delivered in ways that recognize that each community has different needs based on the interrelationships of many diverse factors that influence eye health, which include biological and environmental factors, life styles and behavioral patterns, attitudes and beliefs.

The International Council of Ophthalmology works collaboratively with member societies to make quality ophthalmologic and eye care services an integral part of health care systems by working to:

- Build strong regional, national and subspecialty ophthalmologic societies that can provide leadership in meeting the public need for eye care.
- Ensure that the education and training of ophthalmologists, allied health professionals and eye care teams adequately prepares them to meet community eye health needs.
- Promote broadly accepted standards for ophthalmologic training and eye care.
- Collect, analyze and publish data that documents the need for and benefits of eye care and ophthalmology.
- Advocate for adequate support, availability and accessibility of eye care in partnership with NGOs and other professional societies committed to eye health.

Approved by ICO Board of Directors by mail ballot, 20 September 2011