

# Indiana Academy of Ophthalmology

## Strategic Plan For 1996

### INTRODUCTION

In 1994, the Academy developed its first Strategic Plan. That document has been evaluated and revised each year since, and significant progress has been made on accomplishment of the goals defined in it.

The Plan consists of the following:

- a **mission** statement, which says why the Academy exists,
- a **values** statement, which describes the underlying guiding principles of the Academy's Board of Director's
- **strategic goals**, which describe the most critical outcomes to be achieved over the next three to five years
- five **major functions**, the primary areas of emphasis of the Academy
- **strategic goals** for each function, which describe long-term results or outcomes the Academy should work to achieve.

The Strategic Plan focuses on long-term results or outcomes. The fact that ongoing Academy programs are not specifically mentioned does not imply that they should receive any less emphasis in the future.

Individual members and staff will be asked to take ongoing responsibility for developing plans to work towards accomplishing the strategic goals. Those plans will be evaluated vis-a-vis ongoing programs of the Academy and integrated into annual plans and budgets. Progress on the plans will be monitored and feedback provided, and the Strategic Plan will be re-evaluated annually.

## MISSION:

The mission of the Indiana Academy of Ophthalmology is:

- a. To bring together the physicians of Indiana who principally limit their practices to ophthalmology to the end that harmony and scientific advancement may be promoted.
- b. To enlighten the public and doctors of medicine or osteopathy in matters pertaining to ophthalmology.
- c. To encourage and provide for the continuing education of practitioners of ophthalmology.
- d. To cultivate and maintain high standards of professional excellence, and high ethical standards, in the practice of ophthalmology.
- e. To act as the official voice of ophthalmology in Indiana.
- f. To encourage and provide for better patient care in Indiana in ophthalmology.
- g. To engage in such other activities in furtherance of the common professional interests of practitioners of ophthalmology as are incidental or related to the foregoing purposes.

## VALUES:

The Indiana Academy of Ophthalmology is committed to:

LEADERSHIP	to plan strategically and act to improve the future of ophthalmology and eye care;
PUBLIC SERVICE	to put the public first and act with care and consideration of others;
EXCELLENCE.	to provide products and programs of the highest quality to our members and others;
HONESTY	to be fair, open and trustworthy; and
ACCOUNTABILITY	to be an association that is effective, efficient and relevant to our members.

## ACADEMY STRATEGIC GOALS:

- to ensure patient access to high quality, appropriate ophthalmologic care
- to identify ophthalmologists as the preferred providers of comprehensive eye care
- to identify the Academy as the pre-eminent source of education, data, and information about eye care
- to develop broad consensus on how eye care should be provided in order to meet public needs
- to promote excellence in eye care through education and dissemination of information

## FIVE MAJOR FUNCTIONS:

- Clinical Education
- Ophthalmic Practice
- Member Services
- Advocacy
- Ophthalmic Relations

## STRATEGIC GOALS FOR EACH FUNCTION:

### **Clinical Education**

- to be the leader in clinical education for the ophthalmologist, providing the member with cost-effective, practice-based learning opportunities that meet individual educational needs
- to be a primary resource of clinical education for health care providers who work with ophthalmologists
- to seek new audiences for clinical education material

### **Advocacy**

- to establish ophthalmology as the most respected and effective advocate for quality eye care with the public, federal, state, and local governments, regulatory agencies, coalitions, consumer groups, managed care organizations, purchasers of eye care and other health care decision makers
- to maintain patient access to high quality, appropriate eye care by establishing ophthalmologists and ophthalmologist-led teams as the preferred providers of comprehensive eye care
- to have the majority of Indiana ophthalmologists actively involved in governmental affairs, or health care organizations, as advocates for quality eye care
- to establish the Academy as the leading source of information about eye care with the public and the media

- to educate the public concerning the value of quality eye care, vision, and the advances made by ophthalmology in protecting their visual health and function

### **Ophthalmic Practice**

- to ensure that all member ophthalmologists can readily obtain the practice-related information, knowledge and skills they need to establish themselves as the preferred providers of eye care in their communities
- to establish the Academy as the recognized leader with regard to the quality of eye care
- to establish the Academy as a leader with respect to standards for the ethical practice of medicine, in particular ophthalmology, with educational materials and resources for practitioners and others

### **Ophthalmic Relations**

- to be recognized by individual ophthalmologists as the primary organization for ophthalmology in Indiana
- to achieve broad recognition of the Academy as a catalyst for cooperation among organizations in eye care and providers to meet the needs of the public
- to foster effective relationships with ophthalmic industry, to our mutual benefit

### **Member Services**

- to maintain at least 80% of all practicing Indiana ophthalmologists as members of the Academy
- to serve members with high quality programs and products, assuring that benefits of membership are effective and relevant, meeting member needs
- to develop a member services system that meets and exceeds member expectations

Accepted:     Indiana Academy of Ophthalmology  
                  Board of Directors  
                  2/96

## COMMITTEE GOALS FOR 1996

**\*\* ANNUAL MEETING AND PROGRAM COMMITTEE (CME) -  
Scott Miller, M.D.**

Prepares the program for the annual meeting and all other meetings of the members.  
Prepares any resolutions to be considered at the annual meeting of members.

GOAL	MET
<b>SHORT TERM:</b>	
1. Prepare agenda for annual meeting	✓
2. Solicit speakers for 1997 meeting	✓
3. Discussion with exhibitors after annual meeting	✓
<b>LONG TERM GOALS:</b>	
1. Select speakers for 1998 meeting	✓
2. Sponsorships for 1998 meeting speakers	✓
3. Solicit physician trainers for Technicians seminars for 1997	✓
4. Select date and location for future meetings	
5. Survey membership for topics	✓

**EXECUTIVE COMMITTEE - President, President-Elect, Secretary/Treasurer and Immediate Past President**

Meets monthly by teleconference to review Academy business.

Continue to approve membership applications
Continue to meet monthly to carry on business of Association

EYE BANK COMMITTEE - Francis W. Price, Jr., M.D.

Facilitates the adequate supply of tissue to ophthalmologists in Indiana.

GOAL	MET
SHORT TERM:	
1. Advocate for maintaining a separate eye bank	✓
2. Look into current laws regarding organ donors	✓

EYE INJURY REGISTRY COMMITTEE - Ronald Danis, M.D.

Coordinates with US Eye Injury Registry to promote the Indiana Eye Injury Registry for documentation of eye injuries occurring in our state.

GOAL	MET
SHORT TERM:	
1. Continue quarterly newsletters	✓
2. Look into additional funding options	
3. Seek a grant for study regarding baseball face guard project.	✓

**\*\* LEGISLATIVE COMMITTEE/PAC -**

Works with the lobbyists and legislature on proposed rules and bills before the General Assembly and other state regulatory commissions and committees. Disburses PAC moneys.

GOAL	MET
<b>SHORT TERM:</b>	
1. Hold a regional legislative social functions	✓
2. Develop a list of key legislators for fundraising	✓ on-going
5. Coalition building with ISMA/IAFP	✓ on-going
6. Solicit PAC moneys from members	✓ on-going
7. Solicit personal donations	✓ on-going
<b>LONG TERM GOALS:</b>	
1. Look at holding a Legislative Leadership Conference	
2. 100 members donating to PAC	

**MANAGED CARE COMMITTEE - William Penland, M.D.**

Responds to questions from the membership regarding managed care. Addresses problems members are having to the appropriate managed care program.

Continue the clearinghouse of information on managed care for members

**\*\* MEMBERSHIP COMMITTEE - Ruth Goodell, M.D.**

Enlists and recruits qualified persons for active membership, maintains a census of ophthalmologists, and supervises a collection of demographic information regarding Indiana ophthalmologists.

GOAL	MET
SHORT TERM:	
1. 85% membership	✓
2. Membership Directory	✓
3. Begin researching tangible membership benefits	✓
4. Look into out-of-state membership	
LONG TERM GOALS:	
1. Do comprehensive compensation survey for practices	

**NEWSLETTER COMMITTEE - Kenneth Fischer, M.D.**

Edits the newsletter.

GOAL	MET
SHORT TERM:	All goals on-going
1. Continue improving quality	✓
2. Calendar of events	✓
3. President's Reports	✓
4. Guest articles	✓
5. Continue new member announcements	✓
6. Sell ads	✓

**\*\* NOMINATING COMMITTEE - President, President-Elect and Immediate Past Pres.**

Submits a slate of Directors and Officers for election at each annual meeting of the members.

GOAL	MET
SHORT TERM:	
1. Continue to recruit quality members for leadership positions	

PEER REVIEW COMMITTEE - Duane Flannagan, M.D.

Works with the Indiana Peer Review Organization in the establishment of criteria used by the PRO in evaluating ophthalmologic services. Provides information to the membership on PRO requirements.

GOAL	MET
SHORT TERM:	
1. Continue education of membership	✓ on-going
2. Maintain rapport with PRO	✓ on-going
3. Education session at annual meeting	✓

PUBLIC RELATIONS COMMITTEE - John Minturn, M.D./Robert Boeglin, M.D.

Recommends policy and programs for the public outreach and promotes ophthalmology in the state. Maintains a speakers bureau. Coordinates the Diabetes 2000 Program and the Glaucoma 2001 Program.

GOAL	MET
SHORT TERM:	
1. Look for new areas for PR	
2. Continued participation in Optic Foundation billboard project	
3. Continued participation in Doctors' Day program	
4. Continue to advocate for ophthalmology with the media and at public fair events.	

**\*\* THIRD PARTY RELATIONS COMMITTEE - David Poer, M.D.**

Works with all third party payors, including Medicare, to establish appropriate medical policies for services provided by ophthalmologists. Responds to questions from the membership. Addresses problems members are having to the appropriate third party payor.

GOAL	MET
<b>SHORT TERM:</b>	
1. Continue monitoring 3rd Party Guidelines	✓ on-going
2. Ask members to submit problems	✓ on-going
3. Continued education of members	✓ on-going
4. Continue regional meetings	✓ on-going
5. Study new codes	✓ on-going
<b>LONG TERM GOALS:</b>	
1. Constant review of Medicare guidelines	✓ on-going
2. Establish better communication with AAO	✓

**VISION ADVISORY COMMITTEE - Eugene Helveston, M.D.**

Advises all public agencies on ophthalmologists' position with regard to vision standards including the new low vision aids being used to circumvent the driver's standards.

GOAL	MET
<b>SHORT TERM:</b>	
1. Obtain input on low vision aids	✓
2. Visual Function Testing for Occupational licenses	
3. Input concerning rules for general drivers	✓

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