



INTERNATIONAL
ORTHOPTIC
ASSOCIATION

2013-2017 Strategic Plan

www.internationalorthoptics.org

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Section I: Organizational Profile

Executive Summary

i The International Orthoptic Association (IOA) is a structured, volunteer based organization that achieves a wide range of outcomes, under limited financial resources. It relies on people contributing their time and expertise in a voluntary capacity for the development of the profession. The IOA Council of Management, comprised of representatives from each member national orthoptic association meets annually (and virtually in-between annual meetings) to achieve the aims and objectives of the Association.

The proposal for the new program based structure of the IOA was developed and accepted by Council for implementation at the 2013 Council of Management meeting. A strategic planning session was carried out to determine the priorities and directions for committee/project work for each program area. Planning allowed us to identify the state of orthoptics globally and that of the IOA by highlighting achievements, and address challenges and barriers for the association and new opportunities that have arisen.

During this process many strategic issues were discussed and this plan attempts to draw together the strategies to address major issues and opportunities for the Association. The strategic plan is intended to describe the long-term direction for the Association as discussed at the 2013 Council of Management meeting. Using this plan as a guide Council can decide on the most appropriate projects to undertake to meet the objectives of the Association.

Quote

“Productivity is never an accident. It is the result of a commitment to excellence, intelligent planning, and focused effort.” Paul Meyers

Section II: IOA Structure

Registered Address of the Association

i Moorfields Eye Hospital
City Road, London
EC1V 2PD United Kingdom
Homepage: <http://www.internationalorthoptics.org>

Formation

- i** The British Orthoptic Society initiated and organized the first International Orthoptic Congress in London on July 3rd, 1967. At the conclusion of the Congress, the BOS proposed the formation of the International Orthoptic Association. Representatives from Australia, Brazil, Canada, France, Holland, Switzerland and the United Kingdom formulated the IOA's Constitution.

Charitable Status

- i** In 1970, the Association was granted charitable status by the Charity Commission of the United Kingdom and was thus exempted from the payment of most United Kingdom taxes.

Legal Entity

- i** The Association was incorporated as a company limited by guarantee on April 16th, 1974 according to English Law under the Companies Act 1948 to 1967 of the United Kingdom. Incorporation confers many desirable advantages upon the Association including the right to own property, to act as a legal entity for the purpose of enforcing and defending its rights and assets and defining and regulating the conduct of its affairs. In other words, the Association has, under English law, the same rights and liabilities as any other registered company.

Member Associations (full and associate)

- i** Full Members:

Australia: Orthoptics Australia; Austria: Verband der Orthoptistinnen und Orthoptisten Österreichs; Belgium: Belgische Orthoptische Vereniging v.z.w. Association Belge d'Orthoptie a.s.b.l.; Canada: the Canadian Orthoptic Society; France: Association Francaise d'Orthoptique; Germany: Berufsverband der Orthoptistinnen Deutschlands e.V. (BOD); India: Indian Council of Orthoptics; Italy: Associazione Italiana Ortottisti Assistenti in Oftalmologia (AIOrAO); Japan: Japanese Association of Certified Orthoptists (JACO); The Netherlands Nederlandse Vereniging van Orthoptisten (NVvO); Portugal: Associacao Portuguesa de Ortopistas; Scandinavia: Scandinavian Orthoptic Association; Switzerland: Schweizerischer Verband der Orthoptistinnen und Orthoptisten SVO; United Kingdom & Republic of Ireland:

British & Irish Orthoptic Society (BIOS); United States of America: American Association of Certified Orthoptists (AACO)

Associate Members:

Asia Pacific: Asian Pacific Orthoptic Association; Brazil: Conselho Brasileiro de Ortoptica; Czech Republic: Czech Orthoptic Association (CSO); Hong Kong: Hong Kong Orthoptists Association; New Zealand: New Zealand Orthoptic Society; Pakistan: orthoptic wing of Society of Optometrists, Orthoptists & Ophthalmic Technologist Pakistan (SOOP); South Africa: South African Orthoptic Society

Association Officers

i The officers of the IOA are its President; Secretary, and Treasurer

One Council member is elected by the Council of Management to serve a two-year term as the Deputy President. The Deputy President will step in and serve if the President is unable to complete required duties.

Council of Management

i Council of Management consists of representatives from each full member country, representatives from each associate member country, the IOA President and Honorary Officers (IOA Secretary & IOA Treasurer)

Hierarchy

- IOA President presides over the Council of Management
- Full Member Countries have voting privileges
- Honorary Officers and Associate Member countries are not eligible to vote

Power to Delegate

- The Council can delegate some of its duties to Committees or Networks consisting of members of the Association

Program Structure

i The IOA has a program-based structure with five program areas that work together to achieve the aims and objectives of the Association. The five program areas are: International Cooperation; Education and Research; Standards and Quality; Promotion and Development

and Operations Management. The work is carried out by program coordinators, project leaders/committee chairs and team and committee members. Program coordinators oversee the function and time limited project teams or individuals which are guided by specific project plans. While specific project teams evolve and dissolve as needed, the core program areas remain a constant.

IOA Collaborations and Memberships

i The IOA is a supranational member of the International Pediatric Ophthalmology and Strabismus Council (IPOSC) and by virtue of IPOSC membership in the International Council of Ophthalmology membership in ICO is also attained in this international body. The IOA also holds membership in the World Society of Pediatric Ophthalmology and Strabismus and sits on its Global Advisory Council. Finally the IOA has a unique and supportive relationship with the International Strabismological Association.

Section III: Strategic Direction

Organizational Vision

i The IOA envisions itself as the global advocate for orthoptic learning, research and professional excellence.

Mission Statement

i The International Orthoptic Association serves its members by:

- developing the capacities of orthoptic professionals
- providing standards of excellence in specialized eye care
- setting standards for clinical practice and education based on research

with the aim of promoting continued quality improvement for the benefit of their patients.

Fundamental Beliefs

i The Association's most important assets are its members

IOA success is dependent upon respect and trust within a strong, unified Council of Management working with IOA Member Associations and individual members.

The IOA is communicative and transparent

The IOA is accountable

The IOA acts ethically, fairly and with integrity

Organizational Aims and Objectives

i IOA objectives are:

To promote the science of orthoptics, the publication of related scientific material and an internationally accepted terminology for use by orthoptists

To provide information and assistance to national authorities and individuals in order to initiate and develop the practice of the science of orthoptics throughout the world

To promote high standards of training and practice in orthoptics

To organize international congresses for orthoptists and others concerned with the practice of orthoptics and for the generation of knowledge of the science of orthoptics

IOA aims are:

To provide a service to patients by encouraging a high standard of practice in orthoptics

To encourage high standards in the training of orthoptists

To foster the science of orthoptics

To encourage and maintain an internationally acceptable terminology

To provide information and assistance to national organizations as well as to individuals so that orthoptic services may be initiated and developed throughout the world

To organize at regular intervals Orthoptic Congresses

What Makes the IOA Unique?

i The Association's uniqueness is based upon its:

Superior knowledge and understanding of the orthoptic profession in most cultures of the world

Established international structure and network

Membership strength

Section IV: Strategic Priorities & Directions 2013 - 2017

International Cooperation

i Continue to run established programs (Volunteer, Exchange, Partner Country)

- a. Find new contacts for Partner Country Program
- b. Support and facilitate new member organizations
- c. Update application form and procedures for vetting applications

Explore potential partnership with major international and national organizations/agencies and develop guidelines for collaborations

Develop policies for access to the international relations programs for members and non-members

Active representation from IOA at International Forums where this representation is of relevance and benefit for IOA members

Promotion and Development

- i** Provide a range of promotional materials and strategies (including World Orthoptic Day and use of social media) that will assist orthoptic member associations in increasing the awareness of the profession
 - Encourage the engagement of orthoptists, orthoptic students and others with the IOA by increasing awareness and understanding of the Association
 - Continue to develop members' interest in the profession and reinforce the importance of being members of a global profession
 - Produce biannual statistical information of relevant information about orthoptists and their practice (employment requirements, definitions of scope of practice, CME/CPD requirements, and educational programs of member countries)
 - Support new member organizations by promoting the individuals and their work.
 - Develop criteria for IOA non-research related awards/recognition
 - Facilitate capacity development (leadership and personal) by creation of an orthoptic leadership program

Education and Research

- i** Develop a leadership program to mentor future educators
 - Maintain Orthoptic Program list for the IOA website
 - Editorial review of IOA scientific publications
 - Establish guidelines for IOA Symposia
 - Review, update and standardize the format of Education-related IOA documents.

Standards and Quality

- i** Establish the currency of minimum competencies for orthoptic practice
 - Produce the philosophical framework for international orthoptic practice by establishing an ethical code
 - Promote competent, ethical practice that is sensitive to local cultural contexts
 - Ensure that mechanisms to guide and support the establishment, development and approval of constitutions of new orthoptic associations are in place

Operations Management

i The IOA officers will adhere to an accountable and transparent corporate governance model

Maintain and sustain the program management structure

Ensure in all relevant areas there are developed guidelines, which are clear, understandable and disseminated to all relevant target groups

Ensure there is an efficient communication process with the Association, and between the member associations and individual members by use of IOA website, newsletters, notices, e-blasts, social media use

Disseminate relevant materials to members

Enhance the human resource pool on the committee/project level to carry out IOA activities and the financial strength of the IOA for the benefit of its members and the profession

Promote the value of orthoptics to government organizations, non-government organizations and the wider community

Collaborate with other international pediatric ophthalmology, strabismic, or ophthalmic genetic organizations and non-governmental bodies

Enable the IOA to be the key international representative organization of orthoptics through leadership, brokering and collaboration

Ensure the quality of continuing professional activities and promotion of orthoptic science by the IOA Congress through the IOA's Congress Organizing Committee (COC) and Congress Scientific Program Committee (CSPC)

Develop IOA Congress efficiencies such as the use of a single Professional Congress Organizer

Update the IOA's web presence on the internet to be responsive to members' needs for information and services

Be proactive and responsive to issues, changes and developments that impact on orthoptics and the IOA

Measure the performance of the Association against its objectives

Strategy and Implementation

i The draft plan will be shared with IOA Council of Management Members, Association Chairs and former IOA officers to solicit feedback from all constituencies.

Based on that feedback the IOA President will revise the plan.

Once the Council of Management has approved the Strategic plan, each Program Area will begin developing term specific plans that align with the Strategic plan.

Program-level plans will be created in an inclusive and transparent manner with input being solicited from the various stakeholders.

A call for Program Coordinators to head up each of the five IOA Program areas will be made following Council approval of the guidelines for Program Coordinator's role and selection.

A call for specific committee/project members will be made.

Quote

“Unless commitment is made, there are only promises and hopes; but no plans” Paul

Drucker