

L V PRASAD EYE INSTITUTE

Strategic Action Plan 2008 - 2012





Vision focused on action
So that **all** may see

L V Prasad Eye Institute

STRATEGIC ACTION PLAN

2008 – 2012

EXCELLENCE

Vision

To create excellent and equitable eye care systems that reach all those in need.



Mission

The mission of L V Prasad Eye Institute is to be a Centre of Excellence in eye care services, basic and clinical research into eye diseases and vision-threatening conditions, training, product development, and rehabilitation for those with incurable vision impairment, with a focus on extending equitable and efficient eye care to underserved populations in the developing world.

EQUITY
EFFICIENCY



Background

Vision impairment is a public health problem of global proportions, affecting 314 million people across the world. Ninety percent of those affected by blindness and severe vision impairment live in the poorest countries of the world, where healthcare resources and infrastructure are limited or poorly distributed. The problem of access and affordability can be tackled only through systematic, long-term efforts that result in widespread availability of high quality facilities for eye care delivered by people who have the technical skills and the compassion to handle diverse population segments.

L V Prasad Eye Institute (LVPEI) was established in 1987 with the aim of bringing world-class eye care to the Indian population. In the first 21 years of its existence, several milestones have been achieved, in each of the areas of engagement, from patient care to training to basic and applied eye research. From the beginning, a significant proportion of services have been allocated to those who could not otherwise afford eye care. LVPEI is administered by two not-for-profit trusts, the Hyderabad Eye Institute and the Hyderabad Eye Research Foundation, both governed by independent advisory boards comprising people from all walks of life. The effort has been



to work with communities at all levels in partnership with local bodies, while at the same time networking with global organizations to bring resources to places where they are most needed.

The core values that drive all activities are Excellence, Equity and Efficiency.

The activities of the Institute over the past 21 years have been organized along the following lines:

- Patient care
- Education and training
- Vision research
- Product development
- Rehabilitation and vision enhancement
- Community eye health

These activities are all interlinked and coordinated in a manner that addresses patients' needs at different levels of intervention. Growth has been a natural path, measured in patient volume, levels and magnitude of medical, scientific and managerial expertise, communities reached and impacted, and professional networks created and enlarged.



L V Prasad Eye Institute: Facts First

One of very few institutes globally with operations at all levels of eye care delivery, from primary to advanced tertiary, with permanent infrastructure

- Offers comprehensive and complex care to the disadvantaged, entirely free of cost
- First dedicated comprehensive Children's Eye Care Centre in the developing world
- First eye institute in the region to offer brachytherapy for ocular cancers and first integrated centre for retinoblastoma
- A record number of corneal transplants performed by a single institute anywhere in the world
- Among the first in the world to include vision rehabilitation as an integral part of the hospital
- Largest clinical application of stem cell therapy for ocular surface disorders
- WHO Collaborating Centre in the field of blindness prevention
- Several national and global awards for excellence in clinical and basic research
- Nodal agency for Andhra Pradesh state VISION 2020: The Right to Sight programme
- Active engagement at the state, national and global levels in planning and policy development for blindness prevention
- One of four core partners of the Vision Cooperative Research Centres (VisionCRC) funded by the Australian Government.

LVPEI 2008: Vital Statistics

- Over 3 million outpatient visits
- 350,000 surgeries performed
- 800 research publications
- 1600 scientific presentations
- Over 10,000 persons trained
- Primary eye care infrastructure in 500 villages

50 percent of all outpatient examinations and surgeries provided free of cost

- Over 1,500,000 consultations free
- Over 150,000 surgeries performed free regardless of complexity



Growing Reach and Impact

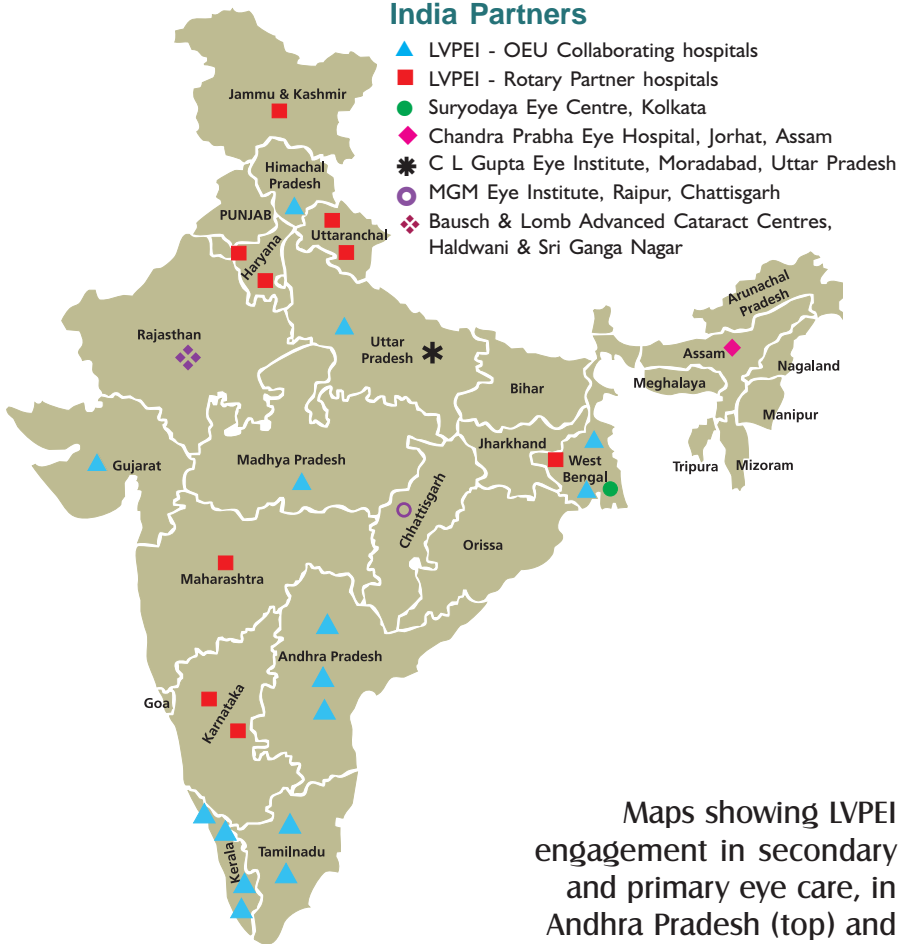
Two tertiary care centres, in Bhubaneswar and Visakhapatnam, began operations in 2005. In Andhra Pradesh, the number of secondary service centres and primary centres increases each month, while across India, we are constantly creating partnerships with eye hospitals and blindness prevention programmes, for training, research, and service delivery.



LVPEI tertiary centres at Visakhapatnam (top) and Bhubaneswar (above)



India Partners



Maps showing LVPEI engagement in secondary and primary eye care, in Andhra Pradesh (top) and across India (left)



Moving Forward, Extending Excellence

L V Prasad Eye Institute is committed to providing high quality eye care, achieved through the creation of systems of vision care addressing the needs of all sections of society, informed by and implemented through relevant programmes in research, education, product development and community eye health.

Since its establishment in Hyderabad in 1987, LVPEI has grown into a world-class Centre of Excellence in eye care. However, much remains to be done if the goal of eye care for all is to be achieved. Recognizing the importance of re-examining our journey against organizational and environmental change, we instituted a participative, consultative process to look at growth over the next five years in five broad areas:

- Patient Care
- Education
- Research
- Community Health
- Management and Organizational Development

Key goals for the next five years were formulated considering existing strengths and perceived lacunae in eye health knowledge and practice and the changing needs of developing populations.

By 2012, LVPEI will further enhance its reputation as a

- Cutting edge institute
- Centre of Excellence in **all** areas of eye care education
- Breakthrough research and product development centre
- Leader in high-impact Community Eye Health programmes
- Catalytic force in global eye care

These goals will move us toward achieving LVPEI's mission in defined geographies and among identified populations. The path toward some of these objectives has already been cleared; for instance, translational research in genetics and regenerative medicine has set us on a certain direction in basic and applied vision research, while our growing network of Vision Centres is beginning to show tremendous impact in the surrounding communities.





PATIENT CARE

LVPEI will be a leader in Clinical Care by 2012. The three guiding principles of excellence, equity and efficiency will continue to inform practice, along with a patient-centred approach at all levels of care. LVPEI will continue to provide comprehensive eye care while addressing the needs of individuals in a holistic fashion from all three perspectives—of head, hands and heart.

Primary goal

To achieve substantial improvement in the quality of service delivery at all levels leading to improvement in patient as well as provider satisfaction. This is to be accompanied by optimal utilization of time, energy, resources and expertise to augment patient care volume coupled with continuing enhancement of quality.

The key elements in the strategy to achieving this goal are as follows:

1. Assess and ensure total quality, and fine tune processes and systems
2. Harness the power of technology to optimize quality and quantity
3. Create strong teams of sub-specialists including world leaders in niche areas while strengthening the comprehensive ophthalmology service and using it as the base for patient care delivery
4. Adopt cutting edge technology in all areas of patient care and service delivery
5. Enhance the LVPEI brand value and expand it further

EDUCATION

As one of LVPEI's six focus areas, education is seen as strategic to growth in service delivery, research and product development, apart from being instrumental in fulfilling the Institute's mission of taking quality care to all those in need in the developing world. In the future, we will build upon our strengths and the unique learning environment that combines practice and theory, to extend our own learning into new, related areas.



Primary goal

To achieve recognition as a premier centre of education in all areas of eye care planning, management and service delivery, so as to share its expertise and experience in eye health and in the process create the human resources needed to eliminate avoidable blindness and manage vision impairment.

Key objectives

1. To enhance the Education Centre so that it addresses the growing training needs of eye care professionals at all levels.
2. To achieve recognition as a Centre of Excellence in education for optometry and mid-level ophthalmic personnel.
3. To develop high quality educational resource materials and programmes for all eye care professions and fields.
4. To bring in, through an effective system of academic networking, renowned thinkers and doers to contribute to our education programme.



RESEARCH

The overall mission of the Research Centre is to be a global centre for ophthalmic research and practice. Our aim is to fuse basic and applied research so that every project undertaken is translational in nature—starting from the needs of the patient on the bedside to the laboratory bench and back as a solution to the bedside and ultimately to the community. We shall also continue to do clinical trials, pilot studies and conventional clinical research.



Key themes

1. Create new focus areas of research, understanding and addressing selected diseases and conditions.
2. Continue to develop and enhance basic and translational work on stem cells and cell biology applications to eye disease.
3. Strengthen research into gene delivery methods/ mechanisms and monogenic disorders.
4. Explore and establish a research programme in nanoscience applications in vision research and eye health.
5. Explore the nature – nurture dialectic in areas such as SNP-based chips and other intervention agents



COMMUNITY EYE HEALTH

The LVPEI Eye Health Pyramid has already provided a framework for community eye health activities and envisages a system that, when fully realized, will provide access to all people in need of eye care in a given region, built with community involvement and ownership.

Primary Goal

To apply our experience in primary eye health to building a stronger and wider network of eye care service delivery across India and other parts of the world through gaining understanding from research, and sharing expertise by consultancy, education and planning, and by advocating at all levels for improved systems of eye care.

Objectives

1. To extend Service Delivery across Andhra Pradesh so as to reduce the prevalence of blindness to 0.5% in the populations covered by our **Village Vision** complexes—integrated secondary and primary eye care centres.
2. To extend the quality and reach of education programmes in community eye health for all levels of eye care workers.
3. To carry out more in-depth impact assessment and cost effectiveness studies and to fine tune existing rapid assessment methods.
4. To better market community eye health consultancy services, and to play a role in capacity building in other parts of the developing world
5. To improve networking with different stakeholders in eye health and development, and to create high quality materials for community level advocacy and awareness creation.



The LVPEI Eye Health Pyramid

One of the major achievements of L V Prasad Eye Institute over the past two decades has been the establishment of a network of eye health facilities spanning all levels of eye care, from the community level to advanced tertiary. The objectives articulated in this document will contribute toward extending the reach of eye care services in communities across the state of Andhra Pradesh, Orissa and other parts of India, increasing the human resource base available for eye care, and sharpening research, service and consulting capabilities at the tertiary and quaternary levels.

LVPEI 2008

1 Centre of Excellence

The Centre of Excellence is at the apex of the pyramid, and functions as an advanced Tertiary Care Centre.

2 Tertiary Care Centres

Tertiary Care Centres offer a complete range of eye services.

16 Service Centres

Service Centres offer comprehensive eye care services at rural and peri-urban centres.

46 Vision Centres

Vision Centres offer refraction and referral services along with links to other community services.

100 Vision Guardians

Volunteers who deliver community eye care



- 2 new centres of excellence
- 2 new LVPEI tertiary level centres,
4 – 6 partner tertiary centres
- 8 – 10 new LVPEI secondary centres,
10 partner secondary centres
- 70 – 100 new vision centres
- 7000 – 10,000 more villages directly impacted
- Research targets: 150 publications per year,
with all laboratories functioning with
independent competitive grants from national
and international funding agencies
- Urban satellite clinics connected to all tertiary
centres
 - Training capacity to double over the next
five years, with all tertiary and secondary
centres providing education opportunities
 - All levels to achieve sustainability
through revenue centres drawing
from opticals and other services.

LEVERS FOR GROWTH:

MANAGEMENT & ORGANIZATIONAL DEVELOPMENT

LVPEI will systematically explore and determine the most effective ways of utilizing its basic components, that is, people, processes and information, to provide quality services. These components form the bridge between management goals and operational performance. This necessitates the management of people, methods and technology coupled with effective resource management. Such an approach will allow easy penetration, effectiveness and sustenance of the organizational principles, policies and processes, and in turn enable the provision of services ensuring the core values of excellence, equity and efficiency.



Primary Goal

The main goal over the next five years and beyond is to establish methods of generating and sustaining cohesiveness in culture, quality in work output, and efficiency in processes.

Main objectives

1. To develop and implement system based management & acquire hospital accreditation for the LVPEI network
2. To develop policies and systems for HR cadre planning, training and upgradation of skills so as to create mid level and high management leaders within the organisation.
3. To establish a centralized documentation system for easy traceability, sourcing and security of its intellectual and other properties.
4. To optimize the use of cutting edge technology to enhance the efficiency of systems relating to patient care, human resource and finance management.
5. To develop systems for effective mobilization, utilization and sustenance of resources.





Leveraging partnerships to fuel growth

The scale of growth that is envisaged by LVPEI over the next five years will demand a higher level of resourcing and networking. Internally, it will mean reorganizing roles and responsibilities to allow for a more productive and energizing work environment. Externally, it will mean extending and more efficiently utilizing our strategic relationships to mutual advantage.

LVPEI's growth has been supported by a variety of strategic partnerships that have worked to mutual benefit. With research and educational institutions, it has led to sharing expertise and generating new knowledge. With the industry, it has catalysed the production and distribution of new technologies. And with the global healthcare community, it has helped create a network that advocates the creation of better and more equitable policy and systems.

Partnering with LVPEI in this journey can only extend our successes further. Excellence makes more possible. And equity makes it possible for more people.

Become a partner in LVPEI's journey toward making excellent eye care accessible to all. You can contribute towards specific programmes envisaged under Vision 2012 or help establish and extend facilities for patient care, research, training, community programmes and product development.

Grand Patron: Rs 100 million and above

Patron: Rs 50 million and above

LVPEI Platinum Partner: Contributions of Rs 10 million and above

Such contributions go toward building our corpus fund, establishing infrastructure, creating endowed chairs or setting up long-term education programmes.

LVPEI Gold Partner: Support of Rs 1 million and above.

These funds go toward supporting specific research or training programmes and setting up patient care facilities in secondary centres.

LVPEI Silver Partner: Rs 100,000 and above.

These contributions go toward supporting patient care, setting up primary eye care centres and running community eye health programmes in underserved areas.

IN INDIA:

Contributions may be made in favour of Hyderabad Eye Institute (HEI) or Hyderabad Eye Research Foundation (HERF). Donations to HEI attract 50% tax exemption under Section 80G and donations to HERF attract an exemption of 125% under Section 35 (i) and (ii) of the Income Tax Act.

IN THE UNITED STATES:

Contributions may be made in favour of the Indo-American Eye Care Society
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World Health
Organization

Collaborating Center for
Prevention of Blindness

EXCELLENCE • EQUITY • EFFICIENCY

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