

Strategy Map for the Ophthalmological Society of Nigeria. 2018 - 2022.

Our Vision: A country in which no one lives with avoidable vision loss.

Our Mission: Empowering Nigerian ophthalmologists to work with all stakeholders to ensure access to high-quality eye health in an affordable and equitable manner for the people of Nigeria.

Our strategic plan focuses on 3 priority areas, each priority area with goals and objectives:

Priority 1: Effective Eye Health Leadership and Governance

Priority 2: Enhance education and training

Priority 3: Enhance quality eye health

Our Goals

1) Promote strategic leadership and effective coordination of eye health in Nigeria, including community participation at all levels of governance

2) To enhance training and retraining of eye health workers to meet evolving needs of Nigeria.

3) To provide quality eye health at all levels of health care delivery using appropriate technology through community participation and ownership.

We have the following objectives under each goal

	<u>A. Effective Leadership and Governance</u>	<u>B. Enhance education and training</u>	<u>C. Enhance quality eye health</u>
<i>Developing partnerships and working with other Stakeholders in eye health.</i>	<p>1) <i>We will work with other key stakeholders and authorities to ensure the formulation/development and implementation of a suitable eye health policy and the National eye health plan</i></p> <p>2) <i>We will strengthen and maintain relationships with international stakeholders in eye health.</i></p>	<p>1) <i>We will work with the relevant authorities and institutions to ensure that General Ophthalmology and Sub-specialty training and retraining is service oriented towards the pattern of eye diseases with appropriate continuous medical education (CME)</i></p>	<p>1) <i>We will develop and/or disseminate appropriate guidelines and standards of practice for the major blinding, vision impairing conditions, and eye health interventions.</i></p> <p>2) <i>Encourage and support the implementation of guidelines, and quality assurance protocols and methods amongst members.</i></p>
<i>Advocacy</i>	<p>3) <i>Advocate to the Federal Ministry of Health for effective management structures and resources for eye health at National, State and Local government levels</i></p>	<p>2) <i>Advocate with the government for evidence-based policies and practices that will enhance the numbers, productivity and distribution of eye health workers.</i></p>	<p>3) <i>Engage in advocacy drive for improved funding and implementation of eye health through policy, plans, and activities at Federal, State and local government levels of the Federation.</i></p> <p>4) <i>Advocacy towards policies that empower and enhance the private sector involvement in achievement of universal eye health coverage.</i></p>

	<u>A. Effective Leadership and Governance</u>	<u>B. Enhance education and training</u>	<u>C. Enhance quality eye health</u>
Research	<p>4) We will encourage members to conduct high quality research, publish their findings and share at local and international fora as well as use same to improve eye health services in the country.</p> <p>5) Establish linkages with relevant organizations for the purpose of improving quality and applicability of research</p>	<p>3) We will work with the relevant ministries to help strengthen information systems and develop evidence base for understanding the impact of policy, and incentives for human resources in eye health.</p>	<p>5) Encourage operational research into eye health delivery systems with the objective of improving efficiency and cost containment, whilst maintaining quality services.</p>
Developing Capacities	<p>6) Develop the leadership and governance skills amongst members through continuing medical education and faculty training.</p> <p>7) Enhance and improve on member participation and contribution to society's activities by improving membership services, and by including members in key decisions by using online consultations and polls.</p>	<p>4) Seek the support for development of subspecialty training programmes locally in the following areas: Glaucoma, paediatric ophthalmology, anterior segment and cornea, retina, oculoplastics.</p> <p>5) Advocate for, and support the implementation of a plan to domicile public eye health training and competencies in Nigeria. Including MSc.</p>	<p>6) Development of adequate technical skills, including non-clinical skills and resource management training amongst our members in order to enhance their ability to manage non-clinical aspects of health care development.</p>

Section 2: Strategic activities

The following section outlines the activities OSN plans to undertake to meet these objectives.

Goal 1 – Effective Leadership and Governance:

	<i>Objective</i>	<i>Activities</i>	<i>Expected Outcome(s)</i>	<i>Indicators</i>
<p>Stakeholders:</p>	<p>A1)</p> <p><i>We will work with other key stakeholders and authorities to ensure the formulation/development and implementation of a suitable eye health policy and the National eye health plan,</i></p>	<p><i>Strengthen Eye Health Coordination at the MoH by advocating for the re-establishment of a desk office for eye health, led by an ophthalmologist National Eye Health Coordinator and reporting to the relevant director in the MoH.</i></p> <p><i>Engage with stakeholders to develop an appropriate Eye health Policy for Nigeria, and advocate with the MoH/ Government for approval and adoption.</i></p>	<p><i>Eye health will have strong leadership and visibility in the MoH for cataract surgical services and other non-communicable disorders.</i></p> <p><i>The Eye health policy provides a framework governing acceptable practice in eye care for practitioners, Institutions, policy makers/ governments and non-State actors alike.</i></p> <p><i>The policy also provides guidance on what should be discouraged. E.g. Eye camps without proper follow up or support by local practitioners</i></p>	<p><i>A desk officer with the necessary skills is appointed, provided with the necessary support and working on a suitable portfolio is in place by Q4 2018</i></p> <p><i>An eye health policy is approved and disseminated by end of 2019</i></p>

	Objective	Activities	Expected Outcome(s)	Indicators
	A1) Encourage members to serve with the highest level of professionalism and ethics	Review, disseminate and encourage member alignment with the OSN code of ethics Encourage members to adopt and adhere to clinical practice guidelines as OSN develops and adopts them.	Please refer to Objective B1 under goal 2 “Enhance Education and Training”	Development process of the 4 guidelines should be launched at OSN 2018, drafts presented at the first Exco meeting of 2019 and be finalized and adopted by OSN 2019
RESEARCH	A4 & 5) Establish a grant to promote operational research for improved delivery of eye health services	<ol style="list-style-type: none"> 1. Identify and approach corporate organizations for collaboration on research 2. Identify ways of raising funds for research 3. Establish a research Committee which will be responsible for high quality research 	<ol style="list-style-type: none"> 1. At least 3 organizations are collaborating with the OSN on research 2. At least N..... million has been raised for research 3. At least 5 relevant operational research would have been completed <p>At least 2 linkages have been established with international societies /organizations</p>	<p>Research committee inaugurated in 2018</p> <p>Research capacity development plan</p>

	Objective	Activities	Expected Outcome(s)	Indicators
		<i>Establish linkages with relevant organizations for research (WHO, IAPB, ICO)</i>		<i>developed and agreed by 2019</i>
PARTNERSHIPS	<i>A2) Develop strategic partnership with relevant organizations and community leaders to support eye health in Nigeria</i>	<ol style="list-style-type: none"> <i>1. Develop partnerships with organizations for Service delivery</i> <i>2. Identify key traditional Leaders who will act as “ambassadors for sight”</i> <p><i>Identify and work with Civil Society Organizations on cross cutting issues e.g. children, gender, inclusiveness, technology</i></p> <p><i>Develop OSN Advocacy capabilities by setting up an advocacy committee, and training the committee on advocacy skills.</i></p>	<ol style="list-style-type: none"> <i>1. Evidence of partnerships for service delivery with at least 2 organizations</i> <i>2. At least 3 Traditional leaders serving as ambassadors for OSN</i> <p><i>Develop a road map for working with CSOs on cross cutting issues</i></p> <p><i>OSN has an advocacy team that will be empowered to develop, implement and monitor strategic advocacy plans designed to support the OSN strategic vision and programme</i></p>	<p><i>Advocacy committee setup and trained by September 2019.</i></p> <p><i>Advocacy plans in place by end of 2019</i></p>

	Objective	Activities	Expected Outcome(s)	Indicators
CAPACITIES	<p>A6) <i>Develop the capacity of members on leadership and governance through continuing medical education and faculty training</i></p> <p>A7) <i>Enhance the capacity of the leadership of the society to improve membership, participation and contribution to society's activities</i></p>	<ol style="list-style-type: none"> 1. <i>Organize training on leadership for members with the aim of reaching at least 60% of the membership</i> 2. <i>To strengthen membership of OSN through State and Zonal Groups</i> 3. <i>OSN to ensure the training component of Eye Health leadership and management is incorporated in the existing training modules (trainees). And in CME (Fellows)</i> 4. <i>Identify the capacity gaps of the leadership and develop their capacities</i> 	<ol style="list-style-type: none"> 1. <i>At least 60% of members trained on leadership</i> 2. <i>Update register of members by State and activate dormant branches to ensure that all States have active branches by 2019</i> 3. <i>Leadership and management of Eye Health as a component of one of the existing modules of training</i> 4. <i>The capacity of the leadership has been developed to provide effective leadership following appraisals</i> 	

Goal 2 – Enhance Education and training:

	<i>Objective</i>	<i>Activities</i>	<i>Indicators/ outcomes</i>
<i>Developing partnerships and working with other Stakeholders in eye health.</i>	<i>B1 To work with the relevant authorities and institutions to ensure that General Ophthalmology and Sub-specialty training and retraining is service oriented towards the pattern of eye diseases with appropriate continuous medical education. (CME)</i>	<p><i>Request for and participate in a regional strategic meeting to improve hospital support towards ophthalmology training at the training institutions – during the quarterly meetings of the Committee of Chief Medical Directors of tertiary hospitals in the country.</i></p> <p><i>Study the contents of existing curricula of WACS and NPMCN, identify gaps, differences between them and advise accordingly to includes reflect OSN strategic priorities for capacity development of ophthalmologists.</i></p> <p><i>Develop, approve, disseminate, and encourage adherence to preferred clinical practice guidelines, Starting with guidelines for cataract, glaucoma, Corneal ulcers, and diabetic retinopathy</i></p>	<p><i>80% coverage over 5 years</i></p> <p><i>The two curricula have been aligned within 5 years as verified by relevant faculty boards</i></p> <p><i>Development process of the 4 guidelines should be launched at OSN 2018, drafts presented at the first Exco meeting of 2019 and be finalized and adopted by OSN 2019</i></p>

	Objective	Activities	Indicators/ outcomes
		<i>Committees should be set up at OSN 2018 for development of each guideline and led by a chair nominated by EXCO</i>	
Advocacy	<p><i>B2</i> <i>To ensure that eye health workforce development and their equitable distribution is included in the human resource development for health for Nigeria within five years.</i></p>	<p><i>Advocacy committee to liaise with the Federal Ministry of Health planning/research/statistics department for human resource development for health. This should be replicated in States and local government areas.</i></p> <p><i>Engage with the National Primary health Care Agency to advocate for the inclusion of eye health care as a component of Primary health care, support the development of the necessary policies, guidelines, and referral/reporting systems. Also, to ensure the implementation into practice at PHC level.</i></p>	<p><i>Committee should be set up by OSN 2019. Terms of reference and indicators to be developed by First Exco Meeting 2020</i></p> <p><i>OSN public health group to be tasked with leadership and development of a strategic plan with indicators.</i></p>
Research	<p><i>B3</i> <i>To encourage involvement of members in the conduct of research by building research capacities.</i></p>	<p><i>Provide research training opportunities during each OSN congresses.</i></p>	<p><i>Number of training opportunities provided within the next five years</i></p>

	Objective	Activities	Indicators/ outcomes
	<i>Revamp the Nigerian Journal of Ophthalmology</i>	<p><i>Revise the selection criteria for resident doctors presentations at OSN annual congress to improve quality, authorship and originality and maintain the annual resident doctors presentations and awards</i></p> <p><i>Strengthen NJOs editorial team, Increase number of editions and improve quality of the article processing and review system</i></p>	<p><i>Number of opportunities for resident doctors presentations</i></p> <p><i>NJO indexed in Medline and Pubmed.</i></p> <p><i>Meets publication schedule as determined by new editorial team/ OSN executive committee</i></p>
Partnerships	<p><i>B1</i></p> <p><i>OSN to advance cooperation amongst training institutions in the country and beyond, and to encourage standardization of trainees in Nigeria with the international ophthalmology community</i></p>	<p><i>OSN to encourage resident doctors to take ICO examinations.</i></p> <p><i>Encourage the establishment of clusters of training institutions where institutions with different strengths collaborate for mutual benefits to their training programme</i></p>	<p><i>Number of resident doctors who take the ICO examination.</i></p> <p><i>The number of geo-political zones that have gone through the process of assessment and formation of clusters and would have reported at the annual OSN conference of 2018</i></p> <p><i>Number of joint activities carried out in the next 5 years.</i></p>

	Objective	Activities	Indicators/ outcomes
Capacities	<p>B4 & 5 <i>To develop a roadmap and advocacy plan/ strategy for increasing local sub-specialty training capacity and sub-specialty service delivery capacity in the following areas: Glaucoma, paediatric ophthalmology, anterior segment and cornea, retina and oculoplastics, MSc public health</i></p>	<p><i>Set up a committee to explore OSN role and objectives in this area</i></p> <p><i>EXCO to implement recommendations and develop a roadmap/ strategy.</i></p>	<p><i>Committee to report back to EXCO by first EXCO meeting of 2019</i></p> <p><i>Roadmap to be developed and shared at OSN 2019 or committee set up to develop strategic plan by OSN 2019</i></p>
	<p>B4 <i>To ensure the building of educational training skills and training technologies.</i></p>	<p><i>Improving quality of residency through improved training skills: OSN to draw a road map of preparing a mandatory training package on ophthalmic medical education for all ophthalmologists who are involved in residency training, and which shall subsequently be included in the ophthalmic Fellowship training curriculum</i></p>	<p><i>Road map to be in place, shared and launched by end of 2018</i></p>
		<p><i>To have a CME at all OSN conferences for Ophthalmic Medical Educators.</i></p>	<p><i>To have the first CME launched at OSN 2019</i></p>
		<p><i>To set up a Medical Education Group for OSN, members with the appropriate qualification</i></p>	<p><i>Medical Education Group to be in place and functional in 5 years</i></p>

	Objective	Activities	Indicators/ outcomes
		<p><i>(M.ED.). Encourage some members to go for the course.</i></p> <p><i>A group of ophthalmologists with interest in medical education to be constituted to lead the initial process at OSN 2018.</i></p> <p><i>Develop a term of reference for the group.</i></p> <p><i>Young ophthalmologists encouraged to take up a career in medical education.</i></p> <p><i>Assist in finding scholarships to fund the training</i></p>	<p><i>Terms of reference in place by first Exco 2019</i></p> <p><i>First trainees trained within 3 years.</i></p> <p><i>The core group of initial trainees constituted into a substantive medical education group by OSN 2020/ 2021</i></p> <p><i>Full group in place with plans for progressive improvement of ophthalmic medical education in ophthalmology within 5 years</i></p>

Goal 3 – Enhance Quality Eye Health:

	<i>Objective</i>	<i>Activities</i>	<i>Indicators</i>
<i>Developing partnerships and working with other Stakeholders in eye health.</i>	<p>C1, C2, A1, A2</p> <p><i>To work with the relevant authorities and stakeholders to institutions to ensure that we establish Law & Policy for effective governance of eye health within the framework of an eye health policy for the country.</i></p>	<p><i>Establish an inter-disciplinary coordinating group consisting of leadership of the key ophthalmic professions (and patient associations?)</i></p> <p><i>Provide preferred practice guidelines. Starting with for cataract, glaucoma, infectious diseases and diabetic retinopathy</i></p>	<p><i>Refer to objective B1</i></p>
<i>Advocacy</i>	<p>C3</p> <p><i>To ensure that eye health workforce development and their equitable distribution is included in the human resource development for health for Nigeria within five years.</i></p> <p><i>To support effective advocacy at the State level by engaging the State level OSN in advocacy.</i></p>	<p><i>Advocacy committee to liaise with the Federal Ministry of Health planning/research/statistics department for human resource development for health. This should be replicated in states and local government areas.</i></p> <p><i>Carry out Advocacy training for members of OSN, in particular the OSN State chapter leadership, and develop advocacy plans.</i></p>	<p><i>An advocacy plan is to be developed and should contain proposed milestones and indicators</i></p> <p><i>OSN cascades advocacy training to State chapters – plan for doing so to be unveiled by OSN 2019.</i></p>

	Objective	Activities	Indicators
		<p><i>Develop advocacy plans in all States, including the issue of budget lines and funding for eye health activities.</i></p> <p><i>Advocacy to ensure contents of the essential drug and equipment list are available and maintained at all levels.</i></p>	<p><i>An advocacy plan is developed and updated on an annual basis. Advocacy committee meets with the health Minister at least once a year to advocate for implementation of policies.</i></p>
Research	<p>C5 <i>To encourage involvement of OSN members in the conduct of research by building research capacities.</i></p>	<p><i>Provide research training opportunities during each OSN congresses.</i></p> <p><i>Revise the selection criteria for resident doctors presentations at OSN annual congress to improve quality, authorship and originality and maintain the annual resident doctors presentations and awards</i></p>	<p><i>Number of training opportunities provided within the next five years</i></p> <p><i>Number of opportunities for resident doctors presentations</i></p>

	Objective	Activities	Indicators
Capacities	<p><i>C2</i> <i>Establish guidelines for quality assurance in clinical services – including the routine monitoring of cataract surgical outcomes.</i></p>	<p><i>OSN to draw on the public health working group to establish a framework for quality assurance for eye health in Nigerian health institutions.</i></p> <p><i>Ophthalmology working group develops and proposes a framework in a consultative process to be launched at OSN 2018</i></p> <p><i>The framework will require guidelines – see activities under objective B1</i></p> <p><i>Process completed and ready for adoption by OSN 2019</i></p> <p><i>To have a CME at all OSN conferences for Ophthalmic Medical Educators. (Residency and other trainers)</i></p>	<p><i>An advocacy plan is to be developed and should contain proposed milestones and indicators.</i></p> <p><i>A consultative process to be launched at OSN 2018</i></p> <p><i>OSN quality assurance framework document is completed and adopted by OSN 2019</i></p> <p><i>Institutions adopt and start to report on quality assurance procedures by OSN 2020</i></p> <p><i>To have the first CME launched at OSN 2018</i></p>

	Objective	Activities	Indicators
	<p><i>Work with the MoH to strengthen the Health information system and provide adequate eye health data for planning and reporting.</i></p>	<p><i>Public health group to work with National Eye Health secretariat, Department of Statistics and planning, and other relevant Government departments and NGDO's to strengthen the HMIS system for adequate capture and reporting of eye health statistics.</i></p>	<p><i>Detailed plans and indicators to be developed by the Public health in Ophthalmology group</i></p>
	<p><i>C4</i></p> <p><i>Seek partnerships and initiatives to create health financing opportunities for Eye Health Services in general, with special attention to cataract services – thereby contributing towards the objective of Universal Access to Eye Health Services.</i></p>	<p><i>Advocacy for a cataract surgery fund or insurance scheme that would ultimately guarantee access to cataract surgery to all citizens of Nigeria.</i></p> <p><i>Seek partnerships to establish funds which could be accessed by members of OSN for developing public health oriented private, or public/private services</i></p>	<p><i>An advocacy plan is to be developed and should contain proposed milestones and indicators.</i></p>