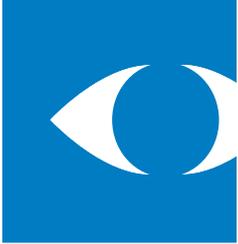




WAEH
WORLD
ASSOCIATION
OF EYE HOSPITALS

ANNUAL REPORT
World Association of Eye Hospitals
2011





WAEH
WORLD
ASSOCIATION
OF EYE HOSPITALS

PREFACE

On behalf of the board, I would like to present this first formal annual report of the WAEH. In 2011 the board has decided on a new structure of the WAEH starting in 2012. In this new structure the board will present an annual report to the member meeting. After that the member meeting approves this report it will be available to the public.

This annual report shows that the WAEH since it was founded in 2007 has grown to a next level of maturity. The main events in 2011 were:

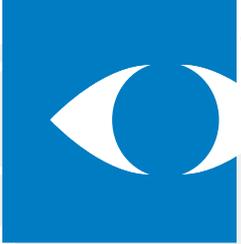
- Agreement on the new structure.
- Improving the knowledge sharing between WAEH members by executing projects together. We are convinced that by exchanging information through projects we will be able to show more clearly the added value of being a member of the WAEH. The first results of the chosen projects will be presented during the upcoming annual meeting in Seoul and Bangkok. On top of that we continued our BSC project and this year more members participated in the BSC.
- Agreement on a acquisition plan to acquire new members and become a organisation with an even more global coverage.

I hope by reading this report you will have a good picture of the activities of the WAEH. I'm looking forward to an even more active 2012.

Chairman of the board,

Kees Sol

ANNUAL REPORT
World Association of Eye Hospitals
2011



WAEH
WORLD
ASSOCIATION
OF EYE HOSPITALS

1. WAEH established in 2007

The WAEH was founded in Rotterdam June 3th, 2007 and is a worldwide network of eye hospitals, all “centres of excellence” in the area of ophthalmology. All members are focused on delivering the best and most safe ophthalmic care in their own location.

The eight founding members are also the current members of the board of the WAEH.

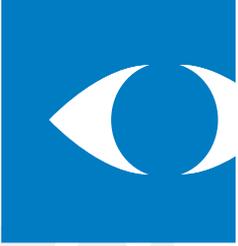
- The WAEH has been established in 2007 by the following eye hospitals:
- Tun Hussein On National Eye Hospital (Kuala Lumpur, Malaysia)
- Royal Victorian Eye and Ear Hospital (Melbourne, Australia)
- The Department of Ophthalmology of the University Hospital Leuven (Leuven, Belgium)
- Singapore National Eye Centre (Singapore)
- Moorfields Eye Hospital (London, UK)
- Rutnin Eye Hospital (Bangkok, Thailand)
- St. Erik Eye Hospital (Stockholm, Sweden)
- The Rotterdam Eye Hospital (Rotterdam, The Netherlands)

During the first years the annual meeting has been organized at the following locaties:

- 1st meeting: establishment in Rotterdam, Leuven, London - 2007
- 2nd meeting: Singapore, Malaysia, Thailand - 2008
- 3rd meeting: Sweden, Finland, Estonia - 2009
- 4th meeting: Melbourne, Jakarta - 2010
- 5th meeting: London, Leuven - 2011

A special report was made of each meeting, containing the programme and outcomes of the meeting, the minutes of the annual board meeting and presentations of the meeting. In the first five years the WAEH has grown from eight members to eighteen members.





WAEH

WORLD
ASSOCIATION
OF EYE HOSPITALS

2. Current members

The following eye hospitals are full members of the WAEH:

- Tun Hussein On National Eye Hospital (Kuala Lumpur, Malaysia)
- Royal Victorian Eye and Ear Hospital (Melbourne, Australia)
- The Department of Ophthalmology of the University Hospital Leuven (Belgium)
- Singapore National Eye Centre (Singapore)
- Moorfields Eye Hospital (London, UK)
- Rutnin Eye Hospital (Bangkok, Thailand)
- St. Erik Eye Hospital (Stockholm, Sweden)
- The Rotterdam Eye Hospital (Rotterdam, The Netherlands)
- The Royal Victoria Eye and Ear Hospital (Dublin, Ireland)
- Jakarta Eye Center (Jakarta, Indonesia)
- Tianjin Medical University Eye Centre (Tianjin, China)
- Sydney Eye Hospital (Sydney, Australia)

The following members are associate members of the WAEH

- Himalayan Eye Center (Pokhara, Nepal)
- Mechi Eye Care Center (Jhapa, Nepal)
- Cao Thang International Eye Hospital (Ho Chi Minh City, Vietnam)
- Institute of Ophthalmic Science - Angeles Lomas Hospital (Huixquilucan, México)
- Kim's Eye Hospital (Seoul, South Korea)

At the end of 2011 the WAEH had thirteen full members and five associate members.





WAEH
WORLD
ASSOCIATION
OF EYE HOSPITALS

3. Outcomes WAEH annual meeting 2011

In 2011 the board discussed the governance and future activities of the WAEH. The outcome of this discussion had to lead to a new governance structure, a more pro-active acquirement of potential new members and to more knowledge and experience exchanging activities between members. To achieve these objectives a special group has been formed that was going to focus on a new structure and governance of the WAEH.

4. The organization of the WAEH

In 2011 the board had four regular board meetings (one during the annual meeting and three by teleconference) and two special structure group meetings (one during the annual meeting and one in Dubai).

During the regular board meetings (3 March, 12 June, 12 September, 8 December) the board discussed the following topics:

- The annual accounts 2010;
- The admittance of new members and new associate members;
- The criteria of becoming a new member of the WAEH;
- The outcomes of the structure group ;
- The content and organization of the annual meeting in London and Leuven;
- The choice of the location of the 2012 annual meeting and a first discussion focused on the content of the 2012 meeting;
- The budget 2012 and the fee structure 2012.

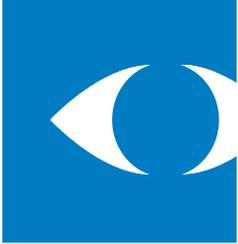
Two special meetings (Thursday 16 June during the annual meeting in Louvain and 26 September in Dubai) were organized to discuss the outcomes and actions advised by the structure group and his advisor. We will address that point more in detail in the chapter about the governance.

In this annual report we will address the following subjects:

1. The organization of the WAEH
2. New Governance Structure
3. Activities in 2011

ANNUAL REPORT
World Association of Eye Hospitals
2011





WAEH
WORLD
ASSOCIATION
OF EYE HOSPITALS

5. New governance structure

During the annual meeting in 2010 the board decided to take on a new and more proactive approach in exchanging knowledge and experience between the member eye hospitals. The vision was that the WAEH will grow in time into a truly global organization comprising eye hospitals from all over the world. To execute this approach a special structure group has been established in 2010 with the following members:

- John Pelly, chairman of the structure group
- Charity Way, member
- Ann Clarke, member
- Kees Sol, member

This structure group discussed whether the structure and governance of the WAEH was still appropriate given its objectives and purpose. After a number of teleconference meetings of the group, the group agreed to search for a consultant to assist the WAEH in developing a strategic plan. This has led to the appointment of Wim Oosterom, former chairman of the global Public Sector Group of PwC to assist the structure group.

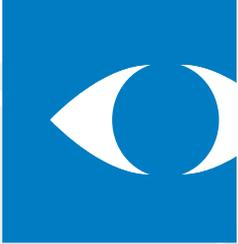
The consultant has interviewed by phone the eight board members about the performance of the WAEH and potential improvements. The board discussed the outcomes of these interviews during the 2011 annual meeting in London. During that same annual meeting the first action plan based on the London meeting has been discussed in Leuven.

The outcomes of these meetings have led to organize a special board meeting in Dubai in September 2011. Final decisions have been taken during a board call in November 2011. And last, but not least, the new structure will started from the first of January 2012!

The main outcomes of the structure group

The WAEH can more effectively use all the existing knowledge in eye hospitals in solving common issues. Until 2010 knowledge sharing just took place during the annual meeting and between members on a personal basis. The structure group advised to organize this knowledge sharing in well-defined projects, based on a clear project plan and led by one of the board members. So on Monday September 26th the board of the WAEH met in Dubai to discuss the best practices that will be shared or together developed in the upcoming year (2011 – 2012). During the Dubai meeting the board chose 4 main projects out of 14 proposals to execute.





WAEH

WORLD
ASSOCIATION
OF EYE HOSPITALS

These projects are:

- Redefine the patient flow of Glaucoma patients;
- Knowledge hub;
- Operating Theatre Staff and Competencies;
- Medical outcomes .

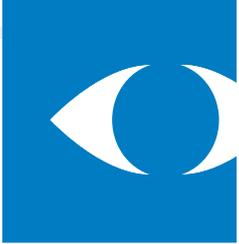
Another point the structure group discussed was the mission of the WAEH and how to grow the WAEH into an association with a global scope. This has led to the development of an acquisition plan with a focus on pro-actively acquiring new members in order to achieve full coverage of the WAEH in the main economies of the globe.

Also was acknowledged that the WAEH needed a more modern governance structure and more professional support to achieve the objectives in the upcoming years. The main points of the new structure are:

- The member meeting will be the highest organizational level in the association. All full members are member of this member meeting and have voting rights. The member meeting decides on the laws and by laws, the annual plan and budget, the fee scheme, the annual report and the annual accounts. The member meeting also appoints the board.
- The board decides which roles the individual board members define. The board of 2012 will be the existing board but a stepping down scheme will be developed. Members can propose new board members. The first elections will be in 2013.

A more detailed report about the new structure has been sent to all full and associate members in February 2012. The first member meeting will be organized during the 2012 annual meeting in South Korea.





WAEH
WORLD
ASSOCIATION
OF EYE HOSPITALS

6. Activities 2011

Annual meeting 2011 in London and Leuven

From 11 June till 16 June the WAEH-2011-meeting has been organized by Moorfields Eye Hospital in London, UK and The ophthalmic department of the University Hospitals in Leuven, Belgium. In both hospitals separate meetings for strategic people and for clinicians were organized. Approximately 80 people participated in the meetings and attended presentations from eye hospitals from all over the world. All participating eye hospitals presented updates about their own hospitals. The following topics have been discussed in detail during the 2011 annual meeting:

- BSC;
- Branding & marketing strategies;
- Enhanced nurse practice;
- International nurse education;
- Clinical outcomes – innovations in research ;
- Developing ophthalmology networks – community based services - Networking in Ophthalmology;
- EMR's in ophthalmology;
- Service improvement initiatives.

During the 2011-meeting two new eye hospitals became associate members of the WAEH:

1. Institute of Ophthalmic Science - Angeles Lomas Hospital (Huixquilucan, México)
2. Kim's Eye Hospital (Seoul, Korea)





WAEH
WORLD
ASSOCIATION
OF EYE HOSPITALS

7. BSC 2011

The Balanced Score Card data from 2003 until 2010 has been published in the 'Performance Monitor Eye Hospitals'. In July 2011 all full and associate members who participate in the benchmark received a copy of this report. The report consists exact numbers, graphs and a trend line for 25 indicators on the following subjects:

- Activity
- Human Resource Management
- Medical Outcome Cataract
- Research and Development

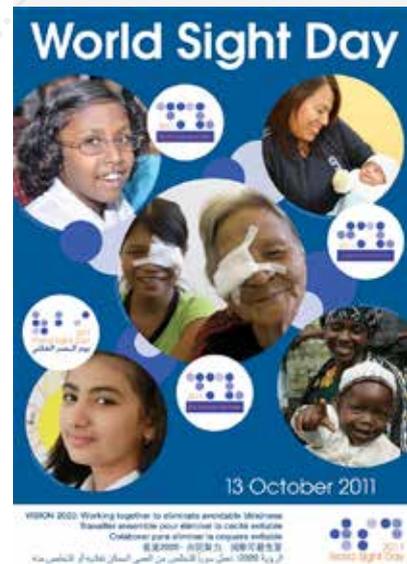
During the annual meeting 2011 in London the data were presented and discussed to increase the validity and improve the learning effect of the BSC.

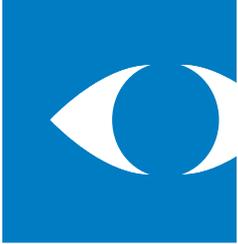
8. WORLD SIGHT DAY

Singapore National Eye Centre (SNEC) organised Lions World Sight Day on October 9th, to promote public awareness of common blinding conditions such as diabetes and the importance of preventive eye care. The hospital organised free general and diabetic eye screening for about 500 residents.

The Minister of State for Health graced the event as guest -of-honour. She and her entourage toured the eye screening stations. Plaques and certificates were also presented to honour the volunteers of the event. In addition Dr. Ho Ching Lin, senior consultant and Head of Glaucoma gave an lecture titled 'Glaucoma – can the thief of sight be stopped?'

In Rotterdam World Sight Day 2011 was emphasized by the organisation of a flash mob at the centre of the hospital. Between patients waiting for a consult with their ophthalmologist and visitors enjoying a drink at the coffee corner, a choir suddenly stood up and sang an special version op 'I can see clearly now'. This flashmob was met with great enthusiasm and can be viewed on youtube by this link: www.youtube.com/watch?v=NpTjnvStUfM





WAEH

WORLD
ASSOCIATION
OF EYE HOSPITALS

9. Statement of Income and Expenditures

	2011	2010
Budget	31.250	27.500
Specification Expenditure	2011	2010
Projectmanagement WAEH		
cost advisor including VAT	11.900	0
cost administrative staff	16.526	11.562
travel cost administrative staff	4.494	2.628
Subtotal	32.920	14.190
Other expenses		
legal advice/audit fee	1.076	2.027
webhost	238	60
cost telephone meetings	970	248
cost banking	164	0
cost annual meeting	579	0
chambre of commerce etc.	57	26
Subtotal	3.084	2.361
TOTAL	36.004	16.551
Result	-4.754	10.949

10. Colophon

Editors: Wim Oosterom & Maaïke van Zuilen
Design: Edwin Marks (philogirl)
Photography: Maaïke van Zuilen, Vincent Mentzel

Website: www.waeh.org

JUNE 2012

ANNUAL REPORT
World Association of Eye Hospitals
2011

