

Optegra Quality Report 2021/22



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Welcome to Optegra

Since launch in the UK in 2007, specialist eye hospital group Optegra has dedicated itself to providing truly outstanding eye health care for every patient – the highest quality of service and excellent outcomes.

Optegra has carried out over half a million eye procedures from its 34 dedicated eye hospitals and clinics across the UK, Czech Republic and Poland; of which nine are in the UK including Optegra's first ever NHS-dedicated clinic which launched in 2021.

Our hospitals boast the latest technologies, specialist consultant-led teams and the luxury of five-star ultra-modern hospitals to provide a calm, pleasant and stress-free environment for our patients.

Our consultant ophthalmic surgeons are among the most well-respected and renowned practitioners in their field and are supported by highly trained clinical teams. Each surgeon is a Fellow of the Royal College of Ophthalmologists (RCO) and on the GMC Specialist Register for Ophthalmology.

With such expertise and specially designed, dedicated eye hospitals, we are completely committed to

providing individually tailored eye care solutions for all our NHS patients.

Optegra Eye Sciences

Optegra is the only UK specialist eye hospital group to invest in its own research and development division – Optegra Eye Sciences.

It means we can champion the latest innovations and technologies in eye care. Our Eye Sciences team partner with leading UK universities in researching and developing the next generation of technologies and treatments.

Optegra Eye Sciences also works with leading manufacturers and suppliers of ophthalmic equipment and instruments. We constantly monitor and assess the quality and performance of the equipment to ensure that the very highest standards are maintained.

This is because ultimate patient care, comfort and outcomes are at the heart of everything we do.

We firmly believe that world-class eye care requires world-class technology. That's why Optegra invests in some of the most advanced equipment available worldwide.



Optegra core values

Optegra has a set of shared values which describe how we behave toward our patients and one another, to ensure this impacts positively on the quality of life of the patient as well as driving our business success.

They are:

‘We are safe’ Patient safety is our top priority. It shapes the way we work and the decisions we make.



‘We are focussed’ to achieve the best outcomes for our patients.



‘We move fast’ with a positive, can-do attitude so that we can achieve more and enable a fast response to our patients.



‘We are brave’ and feel empowered to find new ways to improve.



Our statement of purpose

“ ”

To be the most trusted eye care provider.



“ ”

I think it's the first time they had seen someone waiting outside for an hour before opening! I was so desperate to have my cataract removed.

The surgeon was incredible and all the staff made me feel at ease – I owe them everything. My left eye has always been a problem, but I now have vision that I've never had before and that is so amazing.

Delia McDonald (Optegra Manchester patient)

Optegra service overview

Cataract

25,065

completed cataract
surgeries



15,041

virtual pre-op
assessments
completed since
our go live



64%

of post-operative care
currently delivered
through accredited
community
optometrists



YAG - Nd:YAG (neodymium-doped yttrium aluminum garnet) laser capsulotomy

3,499

YAG laser treatments



Age-Related Macular Degeneration (AMD)

9,762

consultant retina clinic
appointments



Part 1

Statement of commitment from Optegra CEO, Dr Peter Byloos

I am delighted to share with you the findings of this report, capturing the work across our dedicated eye hospital group over the past 12 months.

In particular I am pleased to highlight that we have increased the volume of NHS patients we treat, we have streamlined our pathways, established an effective e-Clinic, increased our CPD training for optometrists in the community and even launched our first ever purely NHS clinic.

As the world continues to respond to the pandemic and adapt to the changes we have all had to face, 2021-22 has presented interesting challenges and opportunities for our hospital group.

These, in turn, have encouraged a change in strategy and so we have aligned our services, drawing in our focus on higher volumes of patients on fewer treatment pathways; and serving those patients really well by continually driving standardization across each hospital.

In fact, over the past three years, Optegra has reduced the number of clinical pathways offered from over 100 to around 25, with a clear focus on the segments of cataract surgery, vision correction and AMD injections.

This, combined with our strategic focus on innovation, quality of care, patient experience and digital engagement has resulted in greater patient care, higher volumes of patients and delivery of better outcomes. New data shows that 94 per cent of our cataract patients in 2021 would recommend our treatment to family and friends if they needed it.

We have been delighted to continue our work with the NHS, as we help to tackle the long ophthalmic waiting lists. This has led to four new NHS trust contracts, 25,065 cataract patients operated on and 9,762 AMD patients treated in the past year.

A particular highlight of the past 12 months has been the opening of our first-ever purely NHS dedicated clinic, in the North East. Having identified this region as one with particularly high NHS waiting lists, the new clinic has been well received by local optometrists and patients alike – largely due to our dedication to assess patients within four weeks of referral and treat them

within six weeks. Already we have treated over 500 patients with NHS cataract surgery at this clinic.

We have also launched a new initiative to celebrate the diversity within our organisation; Be You has a central team which organises events, webinars and regular sharing of information to all our UK employees.

We look forward to the year ahead, where our priorities will include:

- Further strengthening our relationships with primary care, hospitals and CCG colleagues
- Further embedding our clinical pathways, policies and a standardised approach
- Continuing to focus on patient experience and adapt to feedback
- Offering surgical training to junior ophthalmic doctors
- Expanding our CPD events
- Updating our internal medical systems to a paperless way of working – digitally enabled care
- Continuing to deliver excellent clinical outcomes and Good or Outstanding CQC ratings for all our hospitals (as achieved in Bradford and Hampshire this year)
- Further supporting integration, equality and diversity within Optegra
- Reaching more patients in the south of England with a new NHS and private clinic

Throughout this report you will find details on our quality performance, including our corporate values, governance and monitoring systems, clinical outcomes, training and work with healthcare professionals in the community.

I am delighted to share this report with you.

As required by the regulations governing this publication, I confirm that to the best of my knowledge, all information shared within is accurate.



Dr Peter Byloos

Statement by Optegra Medical Director, ophthalmic consultant Mr Amir Hamid

Our NHS cataract pathway has further progressed during 2021, closely aligned to national guidance for cataract surgery, such as pre-operative admission criteria and the safe management of patients in the post-operative period.

Covid has accelerated the digital workflow. As part of this we have launched our new Customer Engagement Centre, where all calls are now directed to a central team and responded to within 72 hours of referral. The in-house clinical team efficiently provide virtual management of the pre-admission and post-discharge part of the patient pathway.

Also, our e-Clinics, which we launched at the start of the pandemic are proving to be very effective with patients. Feedback is that they appreciate the flexibility and convenience as they can access leading medical advice from the comfort of their own home, and so minimising their visits and time in the hospital.

All these changes reflect our values to keep it simple, perform very well and deliver great outcomes and service to patients. Our increased productivity is a direct consequence; and is also testimony to every member of staff across all our sites.

Contributing to the broader ophthalmic industry, we have continued our dedication to community optometrists, as we have been able to re-launch face-to-face training events, and support thousands of optometrists with free, interactive CPD webinars which have proven to be incredibly popular.



Mr Amir Hamid



Part 2

Optegra hospitals

Optegra currently delivers high quality NHS services out of eight dedicated eye hospitals and clinics in England.

The ninth of Optegra's hospitals, in the Harley Street district, is currently for private patients only.

Across all our UK hospitals we have specialist ophthalmic consultant surgeons who are amongst the best in the world: highly recognised in their field and completely committed to providing our patients with first-class treatments.

They are all Fellows of the Royal College of Ophthalmologists and on the GMC Specialist Register for Ophthalmology.

Our consultants have many years ophthalmic experience and have undertaken thousands of eye procedures. In fact our top five surgeons alone have already performed a combined 116,000 cataract surgeries in their careers to date.

All our surgeons are regulated and approved by Optegra's Medical Director and Medical Advisory Committee.

Each hospital's extensive clinical and administrative teams, as well as dedicated facilities and housekeeping colleagues are further supported by a strong regional leadership team.

This includes a Regional Director, Regional Head of Operations and Regional Head of Clinical Services, all working together to ensure a safe, caring and efficient pathway for patients.

Each hospital location also has a Regional Services Manager and team of Service Promotion Executives who provide vital links to the optometry community and GPs to ensure their needs and expectations are managed through a partnership referral process and streamlined patient choice referrals.

Internationally Optegra runs 34 specialist eye clinics and hospitals.

NHS treatments provided per hospital:

| Hospital | Cataract | YAG laser capsulotomy* | Age-Related Macular Degeneration |
|------------------------------|----------|------------------------|----------------------------------|
| Manchester | ✓ | ✓ | ✓ |
| Yorkshire (Leeds & Bradford) | ✓ | ✓ | ✓ |
| Birmingham | ✓ | ✓ | |
| North London | ✓ | ✓ | |
| Surrey | ✓ | ✓ | |
| Hampshire | ✓ | ✓ | |
| Newcastle | ✓ | ✓ | |

* YAG - Nd:YAG (neodymium-doped yttrium aluminum garnet) laser capsulotomy



Optegra Eye Clinic Newcastle

Optegra Eye Hospital Manchester

Optegra Eye Hospital Yorkshire

Optegra Eye Hospital Birmingham

Optegra Eye Hospital North London

Optegra Eye Hospital Surrey

Optegra Eye Hospital Hampshire

Part 3

Review of our quality performance during 2021/22

3.1 Service quality

Statement of quality

Optegra's priority is to provide high quality, safe care to our patients. We do this through the creation of a robust safety culture, by building high performing specialist teams, developing standardised clinical pathways for patients and embedding the use of reliable clinical systems for safety monitoring and feedback to staff.

Keeping our people safe

Systems and processes from ward to board have been developed with patient safety in mind. One of our core values, 'We are safe', is based on ensuring patient safety is our top priority.

During 2021 we continued to manage increasing volumes of patients through our hospitals safely, adapting Covid-19 arrangements through Optegra's Covid task force in line with national guidance. Where possible virtual clinics have continued to be part of our patient pathways to reduce the time patients spend at our sites; we continue to advise our patients to complete a Covid test, to self-isolate prior to surgery and ask them to wear face masks during their time with us.

Staff continue to test for Covid once a week and follow government guidance on self-isolation. All staff have had access to the national Covid vaccination programme.

Our NHS cataract pathway has further developed during 2021. Keeping people safe means ensuring Optegra pathways are closely aligned to national guidance for cataract surgery, such as pre-operative

admission criteria and the safe management of patients in the post-operative period. During 2021 we developed pathways and protocols to support Optegra's customer engagement centre which manages the pre-admission and post discharge part of the patient pathway in a virtual environment.

Safety culture

Optegra's formal meeting structure has been simplified to reflect the streamlined organisation during 2021. Key committees such as Corporate Governance and Risk, Medical Advisory and Incidents, Complaints and Claims committees all support a positive safety culture, provide engagement and support the organisation to do the right thing.

The Corporate Governance and Risk committee ensures Optegra has an integrated view of risk across all areas of the organisation's responsibilities. This includes safety, quality, patient experience, performance, finance and information governance. It supports and drives the broader integrated governance agenda and provides the board with the assurance required.

Reliable clinical systems for safety monitoring

At Optegra we use the RADAR software platform to support the improvement of safety, performance and quality of care. RADAR is used for reporting incidents, capturing patient feedback, audit and risk management. In-depth analytics allow Optegra to spot trends, assign and create actions, so that lessons can be learned, best practice shared and to support a culture of continuous improvement if things go wrong.

Power BI is used for reporting summary activity (as below).

Summary Trend of rates for reporting activity during 2021 (Rate per 1000 activity)

| | 01-2021 | 02-2021 | 03-2021 | 04-2021 | 05-2021 | 06-2021 | 07-2021 | 08-2021 | 09-2021 | 10-2021 | 11-2021 | 12-2021 | Total |
|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| Patient Activity | 3,644 | 3,817 | 4,947 | 4,412 | 4,088 | 4,720 | 4,302 | 4,289 | 4,936 | 4,706 | 5,526 | 4,191 | 53,578 |
| Incidents Reported | 9.88 | 12.84 | 7.88 | 3.63 | 6.12 | 3.60 | 6.28 | 4.66 | 8.10 | 7.44 | 11.76 | 6.20 | 7.37 |
| CQC Reportable Events | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.21 | 0.00 | 0.00 | 0.02 |
| Other External Notifications | 0.00 | 0.26 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.23 | 0.20 | 0.42 | 0.00 | 0.00 | 0.09 |
| Complaints Raised | 3.84 | 6.55 | 1.82 | 2.95 | 5.87 | 2.54 | 4.18 | 3.50 | 6.89 | 5.95 | 5.97 | 5.25 | 4.61 |
| Unplanned Outcomes | 1.92 | 0.79 | 1.82 | 0.91 | 0.98 | 0.21 | 0.70 | 0.93 | 0.61 | 0.21 | 0.72 | 0.95 | 0.88 |

Fig.1 Reporting trends 2021 (per activity)

Incidents

Optegra reports serious incidents to StEIS via Clinical Commissioning Groups. All serious incidents are reported and investigated according to the serious incident framework. Following a serious incident, Optegra encourages openness and transparency and works with Clinical Commissioning Groups or the Care Quality Commission to support learning in the wider healthcare environment.

During 2021 Optegra hospitals reported eight serious incidents in patients funded by the NHS, two of these were also categorised as Never Events and were reported as per statutory requirements. Optegra took every opportunity to learn from these incidents, undertaking investigations and identifying recommendations for changes to practice as a result.

There were two cases of endophthalmitis reported; one post cataract surgery and one following an acute macular degeneration (AMD) injection.

The patient who was diagnosed with endophthalmitis four days post cataract surgery was provided with appropriate care and recovered without harm, the investigation could not identify a root cause or the source of the causative organism; laboratory culture results concluded nil growth which was suggestive of a viral endophthalmitis case.

The investigation into the patient diagnosed with endophthalmitis two days after bilateral AMD injections did not identify any root cause, at the point of diagnosis the hospital acted promptly and appropriately transferred the patient to NHS trust immediately for

specialist intervention. Nevertheless, the hospital undertook a full review of practice locally and made changes based on the recommendation of the investigation – there were no further cases identified.

There were four cases of wrong lens, two of which met the Never Events category.

In all cases the wrong lens were the result of human error in either not completing safety checks as per protocols or correctly identifying the patient in the preoperative biometry recording. Optegra reviewed all safety check protocols as a result and shared learning. There was an increased focus on training of all staff.

Complaints

In 2021 83 formal complaints were reported of which 17 were not resolved at stage 1 and moved to stage 2. All but one were resolved at stage 2.

Outcomes monitoring

Optegra clinicians collect data on operative and post-operative complications, clinical outcomes and patient satisfaction for a range of procedures as part of routine care. Data is captured using an electronic patient record (EPR) system called Medisoft Ophthalmology.

Outcomes data is reported quarterly to the Optegra Board of Directors, to the Medical Advisory Committee, Governance Committees as well as to individual surgeons.

A dedicated vision correction working group meets quarterly to review outcomes and benchmark. Any apparent variance in outcomes is explored and addressed.



Results for 2021:

Cataract surgery outcomes:

99.3% of procedures were uncomplicated
(vs. 97.5% RCOphth/NOD 2020)

Visual outcomes (all eyes including eyes with other problems 'co-pathology')

93% of eyes achieved 6/12 or better
(vs. 91% RCOphth/NOD 2020)

57% of eyes achieved 6/6 or better
(vs. 44% RCOphth/NOD 2020)

Refractive outcomes:

93% of eyes within 1D of predicted
postoperative refraction
(vs. 85% Gale et al 2009 and
93% Lundstrom et al 2018)

71% of eyes within 0.50D of predicted
postoperative refraction
(vs. 55% Gale et al 2009 and
73% Lundstrom et al 2018)

PCR rates

2021 0.32%
(vs. RCOphth/NOD 2020 rate of 1.14%)

Private Healthcare Information Network (PHIN)

Optegra submits quarterly data on privately funded care to PHIN. This includes information on the number of admissions and data on adverse events.

Clinical audit

During 2021 the internal clinical audit programme continued in hospitals. The approach to this clinical

audit is two-fold; quarterly on-site review visits by the central governance team and regular scheduled clinical audits by the local hospital teams.

During 2021 all sites were visited by the central governance team at least three times with clinical compliance audits completed at each visit. Following each visit sites are provided with quality improvement plans. In addition, sites completed 332 separate clinical audits with an average compliance score of 97.3%.

Examples of the types of audits covered are surgical safety, scrub procedures, lens implant checking, decontamination and medicines prescribing. Where audit scores indicate less than full compliance, action plans are put in place and the audits are repeated until compliance is met.

Outcomes data are systematically collected as part of routine care to an agreed protocol. Data are entered into our electronic patient record (EPR) system (Medisoft Ophthalmology) and metrics audited include clinical complications, visual and refractive outcomes and patient reported outcomes.

Outcomes are benchmarked to internationally agreed standards (wherever possible) and reviewed at quarterly at meetings of the Boards, Medical Advisory Committee, and at Hospital and Corporate Governance Committees. Data are issued to the Consultant and aggregated data are reviewed by the Head of Eye Sciences with the Medical Director and MAC Chair. We also monitor patient feedback through portals including Trustpilot.

Optegra has submitted data to the National Database Audit for cataract surgery and we await confirmation of the date of publication of the NOD Report.

Optegra has also signed an agreement and is participating in a new National Ophthalmology Database Audit for AMD.

Care Quality Commission

The CQC recommenced their regular inspection programme in 2021.

Unannounced inspections were completed in two Optegra sites: Bradford and Hampshire. The outcome of these inspections resulted in Bradford retaining its 'good' rating and Hampshire improving its rating from 'requires improvement' to 'good'. Details follow.

Hampshire

Overview of ratings:

| | Safe | Effective | Caring | Responsive | Well-led | Overall |
|-------------|------|-------------------------|--------|------------|----------|---------|
| Surgery | Good | Good | Good | Good | Good | Good |
| Outpatients | Good | Inspected but not rated | Good | Good | Good | Good |
| Overall | Good | Good | Good | Good | Good | Good |

Bradford

Overview of ratings:

| | Safe | Effective | Caring | Responsive | Well-led | Overall |
|-------------|------|-------------------------|--------|------------|----------|---------|
| Surgery | Good | Good | Good | Good | Good | Good |
| Outpatients | Good | Inspected but not rated | Good | Good | Good | Good |
| Overall | Good | Good | Good | Good | Good | Good |

Current ratings for all Optegra hospitals

| Hospital | CQC Rating |
|----------------|-------------------------------------|
| Birmingham | Good |
| Bradford | Good |
| Central London | Registration Inspection Due |
| Hampshire | Good |
| Leeds | Inspection Due |
| Manchester | Requires Improvement Inspection Due |
| Newcastle | Registration Inspection Due |
| North London | Requires Improvement Inspection Due |
| Surrey | Good |

Optegra's priority is to ensure all sites achieve a minimum of 'good' rating and this is monitored by the central governance team. Hospitals are provided with reports and quality improvement plans. The status of hospitals is reviewed by the Corporate Governance and Risk committee and the UK leadership team.

Data security

Optegra continues to use the Data Security and Protection Toolkit via NHS Digital to measure performance against the National Data Guardian's 10 data security standards.

In 2021/22 Optegra continued to meet and exceed the toolkit standards.

Clinical coding

Optegra has a team responsible for clinical coding. They use the current International Classification of Diseases (ICD-10) and the latest Classification of Interventions and Procedures (OPCS-4+) to code all patient records before submission of data to the national Secondary Uses Service (SUS) database.

Clinical coding data is checked regularly through internal and external audits. Optegra conducts weekly internal data quality checks to ensure accurate treatment coding and reporting. We also conduct monthly internal checks on the accuracy of co-morbidity data sets.

We are currently up to date on submissions with no backlog.

“ ”

I was treated within two months of referral and am so grateful. The service really was first class. Everyone was lovely, it was spotlessly clean and really did not feel like a hospital until I got to the treatment room; and I am surprised how quick the treatment was.

Shirley Anderson was referred to the new Optegra Eye Clinic Newcastle

3.2 Patient outcomes

Patient safety underpins everything we do at Optegra. Systems and processes from ward to board have been developed with patient safety in mind.

We continue to receive excellent reviews from our patients and this has been demonstrated through our various patient survey channels.

Patients are asked to complete feedback either via email, letter, an online portal or independent review website Trustpilot. A Friends and Family feedback survey is available within our reception area, alongside patient feedback forms.

Information on how to raise a complaint or to provide feedback, compliments and comments is available for patients to access.

By respecting and involving individuals who use the services, assessing their needs and tailoring the service accordingly (Mental Health Act 2005) we provide personalised care, treatment and support.

Medical questionnaires are provided ahead of appointments for patients to indicate their personal and individual needs.

Interpreter and chaperone services are available on request.

A dedicated appointment schedule means patients can access the clinic in a timely way and we offer evening and weekend appointments. Waiting times are audited via patient satisfaction surveys.

Patient quality indicators

Data from our 2021 patient-reported outcomes questionnaire for cataract surgery patients shows:

92% of cataract patients agreed/strongly agreed their treatment was comfortable

94% would recommend treatment to family and friends if they needed it

88% said they could carry out their normal activities a few days after treatment

88% were satisfied with their distance vision after treatment

“ ”

I jumped at the chance to be seen by Optegra and avoid a long wait.

I really am so very happy and would recommend Optegra to anyone who has been diagnosed with a cataract. I have been able to see much better than I thought.

Optegra Newcastle patient,
Angela Nichols

3.3 Staff training and development

We provide learning and development opportunities for our staff to grow and achieve their full potential. 'Setting Up For Success' is Optegra's performance development framework.

This begins with a comprehensive induction when staff first join us, comprising of mandatory, on the job and developmental training. All staff then have regular performance conversations with agreed objectives and tailored training, development and support to enable them to achieve these.

Our clinical staff are trained to the highest standards, with clinical competencies for each area formally and regularly assessed.

We encourage staff to take advantage of career promotion opportunities if that is what they aspire to. We also enable non-clinical staff to move across and train in clinical roles if they wish to.

Our aim is for all our colleagues to have a clear career path with us, one which ensures they are able to fulfil their potential in their current role and progress into other areas should they wish, through structured career paths. For example, we have recently introduced a programme to develop healthcare technicians into scrub and identified functional areas of expertise that colleagues can develop into.

Education and support for healthcare professionals

We support community healthcare practitioners by providing educational events on topics such as cataract surgery, vitreoretinal surgery, medical retina and YAG laser capsulotomy. We have a new educational portal to make CPD materials even more accessible for those unable to attend our in-house or our live online events.

We hold seminars and congresses for healthcare professionals including nurses, optometrists, and ophthalmic surgeons seeking to learn more about cataract and/or refractive surgery. These are attended by well over 1,000 optometrists across the UK.

We also have a dedicated wetlab facility for practical training at our Birmingham hospital on the Aston University Campus.

Our Cataract and Refractive Symposia have attracted internationally renowned speakers such as Prof Graham Barrett, with the most recent event held at the Royal Society of Medicine and Optegra Eye Hospital London in March 2022 in collaboration with Zeiss Academy. This interactive event gave nurses, optometrists, healthcare technicians and final year optometry students the opportunity to try implanting advanced intraocular lenses (IOLs) and carrying out SMILE laser eye surgery on model eyes. The CPD accredited event also included interactive talks with Optegra consultant ophthalmic surgeons, workshops, panel discussions and voting polls.



We collaborate with leading universities supporting training of optometrists of the future. An exciting new initiative aims to see Optegra partnering with Manchester University on the prestigious MSci programme with Optegra offering six-monthly placements to trainee optometrists from that institution.

Optegra continues to support newly qualified optometrists by offering sessions at our hospitals as well as a comprehensive CPD programme.



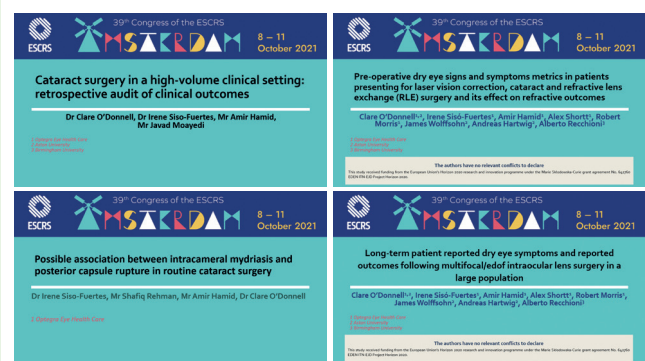
Optegra Eye Sciences Symposium 2022



Education events for community partners/trainees

Research

We are proud to share research findings and audits of our outcomes data with the wider professional and scientific community. This includes regular presentations at congresses and educational meetings such as ESCRS, UKISCRS and BSRS.



Optegra Eye Sciences, the hospital group's research and development arm, continues to participate in research collaborations designed to better understand the relationship between different technologies, clinical outcomes and patient-reported outcomes.

Education and support for patients

We also organise events for patients and their family and carers. Examples include webinars on cataract and refractive surgery and our highly successful 'Living with Macular Disease' events, organised to enable patients to ask surgeons and wider clinical team members questions about their condition and to find out about additional help and resources that exist.

3.4 Community integration and training

Community integration

A priority for Optegra during 2021/22 was to further strengthen our relationships and integration into the community by offering further education and development opportunities for our optometrist and GP colleagues.

We continued to work closely with community optometrists to ensure that the pathway for our patients was and is, as seamless as possible. Our field teams regularly meet with optometrists to keep them informed and updated on Optegra, provide education and support, as well as being the main point of contact for any questions or queries they may have.

Training and development continued during the year with CET events returning to our hospitals after being moved online during the height of the Covid-19 pandemic.

This year also saw the transition from CET to CPD. Our teams ensured that this process happened ahead of time, allowing our optometrist colleagues to seamlessly transition across without any delay.

Continuing Professional Development (CPD)

At the beginning of 2022, it was decided to rebrand all CET activities to CPD to encourage and support more genuine lifelong learning and development for optometry.

In line with this, Optegra announced a rollout of face-to-face events and interactive webinars. This year-long schedule of events has been developed with our Eye Sciences department, consultants, optometrists and field teams to engage our nationwide ophthalmology community as leaders in our field.

The activities are developed to help extend the knowledge, expertise and competence of all fully qualified optometrists, dispensing opticians and contact lens opticians and offer the chance to attain CPD points.

The revamped events have seen more than 2,800 optometrists access further training and development since our first event of the year in January 2022. We have had positive feedback for our consultant-led events and have seen this trend continue as we've progressed through the year so far.

3.5 Covid recovery

Independent healthcare providers such as ourselves have been and continue to play a key role in supporting the NHS during the Covid-19 pandemic.

One of our top priorities for 21/22 was to continue with support for both CCGs and NHS trusts with their Covid recovery plans and ensure that patients get the care they need in a timely manner.

Optegra is an accredited provider on the increasing capacity framework and through this, have supported NHS trusts and CCGs across England.

Since April 2021, in addition to the NHS cataract patients referred directly to the hospital group, Optegra has provided support directly to NHS trusts by treating over 3000 extra cataract patients, all of whom were initially on trust waiting lists for surgery. This support was delivered through co-operative working with both CCGs and hospital trusts to ensure minimal disruption to the patients.

Resource and capacity have constantly been on review to ensure that those longest wait patients can be seen as a priority.

“ ”

The clinical team were quite concerned when I arrived as the cataract was so severe it was called a 'white cataract' and effectively meant I was blind in that eye.

I was treated within weeks and cannot believe the difference – my vision is amazing now!

Martin Blake was referred to Optegra Hampshire after many months on a local trust waiting list.

Part 4

4.1 Priorities for 2022/2023

In 2022/23 Optegra commits to:

- Further developing our CCG relationships to support with elective recovery plans and ensure that patients can be seen in a timely manner. We are very conscious that the NHS is still recovering from the Covid-19 pandemic with elective recovery plans continuing into next year.
- Continuing to review our resource, capacity, and pathway on a regular basis to ensure we have the right mechanics in place to maximise this support.
- Offering surgical training to ophthalmic doctors in training (DiT).
- The continued training and development of our colleagues in primary care optometry is really important to us at Optegra. This year saw us roll out a new series of CPD events and this will continue into our 22/23 priorities.
- Continually improve our CPD events. We regularly review the feedback provided and will make changes to enhance not only the quality of events but further add value by offering an increase in CPD points through collaboration with trusted external partners and integral internal teams.
- Updating our medical systems, including moving to a more efficient, integrated, and paperless way of working which will help protect the environment and secure stronger patient engagement.
- Continuing to develop and improve our patient pathway and increasing the number of follow-ups in the community.
- Continuing to deliver excellent clinical outcomes and securing or maintaining Good or Outstanding CQC ratings for all our hospitals.
- Reaching more patients in the south of England with a new NHS and private clinic.



4.2 Commissioner statement from NHS Surrey Heartlands Clinical Commissioning Group (CCG)

Surrey Heartlands CCG, on behalf of Guildford and Waverley Integrated Care Partnership (G&W ICP), welcomes the opportunity to comment on the Optegra Eye Health Care Quality Account for 2021/22.

The CCG is satisfied that the Quality Report has been developed in line with the national requirements. Surrey Heartlands CCG can only provide feedback on Optegra Surrey Eye Hospital in Guildford, where services are commissioned by Surrey Heartlands CCG.

The Covid-19 pandemic has caused extraordinary challenges and changes within global health and care systems. We acknowledge Optegra's strategic focus on innovation, quality of care, patient experience and digital engagement has resulted in greater patient care, higher volumes of patients and delivery of better outcomes.

From our review, the CCG believes the Quality Account has clearly set out a summary of the quality of services provided at Optegra Eye Health Care.

There is detail on quality performance in 2021/22 and an outline of the priority areas of focus for 2022/23. It is noted these relate to further developing the relationship with the NHS and CCGs, offering surgical training to ophthalmic doctors-in-training, continually improving CPD events, updating medical systems, continuing to develop and improve patient pathways and increasing the number of follow-ups in the community, continuing to deliver excellent clinical outcomes and securing

or maintaining Good or Outstanding CQC ratings for all hospitals and reaching more patients in the South of England with a new NHS and private clinic.

As well as acknowledging the ongoing quality improvement work, we also note the following achievements:

- Optegra continued to meet and exceed the Data Security and Protection Toolkit standards.
- During 2021 Optegra developed pathways and protocols to support a customer engagement centre which manages the pre-admission and post discharge part of the patient pathway in a virtual environment.
- Optegra has no backlog of clinical coding.
- 'Setting Up for Success' is Optegra's performance development framework.

We believe the 2022/23 priorities will help ensure Optegra continues to deliver safe, effective, well-led, sustainably-resourced and equitable care which offers all those who access the services, an ongoing, positive experience and we look forward to continuing to work with them.



Clare Stone

Director of Multi-Professional Leadership
NHS Surrey Heartlands Clinical Commissioning Group



Optegra Eye Hospital Surrey

4.3 Commissioner statement from NHS Bradford District and Craven Clinical Commissioning Group (CCG)

On behalf of NHS Bradford District and Craven CCG, I welcome the opportunity to feedback to The Optegra Eye Hospital Yorkshire on its Quality Report for 2021/22. The Quality Account has been shared with key members across the CCG and this response is on behalf of the organisation. In 2021, there was continued impact of the Covid-19 virus with resultant challenges upon the health and care systems. Optegra Eye Hospital was responsive to these ongoing difficulties and embraced a change in operational strategy. There was a realignment of services to support higher volumes of patients on fewer treatment pathways ensuring the service provided high quality and standardisation across each hospital.

Optegra continues to adhere to National guidelines for Covid-19 to ensure safety of staff and patients, where appropriate virtual clinics are held to reduce clinical risk. The report reflects the recognition that with the Covid-19 recovery, collaborative working with the NHS to support patients, reduce waiting times and develop partnership working is essential.

Specific key achievements during the year include:

- That 94% of cataract patients in 2021 would recommend the treatment provided
- The launch of the initiative to celebrate diversity in the organisation – ‘Be You’ organises events, webinars and encourages information sharing to all employees.
- A streamlining of the number of clinical pathways from over 100 to around 25, with a clear focus on cataract surgery, vision correction and AMD injections.
- A new E-Clinic
- An increase in continued professional development for optometrists in the community.
- Working in partnership with the NHS, to help to tackle waiting lists, resulting in four new Trust contracts, 25,065 cataract and 9,762 AMD patients treated in the past year.
- Opening the first dedicated eye clinic in the Northeast, identifying this is a region with high waiting lists.

The report includes a review of last years’ priorities these include;

- The further embedment of clinical pathways and policies
- A continued focus on patient experience and a proactive response to feedback
- The strengthening of relationships with system partners, ensuring the continuation of support for Covid-19 system recovery.
- Enhancing the integration, equality and diversity processes within Optegra

These priorities will continue to be developed in 2022/2023 together with a commitment to:

- further developing NHS relationships to support with elective recovery plans
- offering surgical training to ophthalmic doctors in training (DiT)
- continually improving CPD events to improve quality and further add value by offering an increase in CPD points through collaboration with trusted external partners and integral internal teams
- updating medical systems, including moving to a more efficient, integrated, and paperless way of working which will help protect the environment and secure stronger patient engagement
- continuing to develop and improve patient pathway and increasing the number of follow-ups in the community
- continuing to deliver excellent clinical outcomes and securing or maintaining Good or Outstanding CQC ratings for all hospitals

In the Care Quality Commission (CQC) unannounced inspection, published in February 2022 Optegra Eye Hospital achieved an overall rating of ‘Good’, across all CQC domains, maintaining the rating from April 2018.

Patient feedback is encouraged through patient surveys with many excellent reviews. There are several different and adapted ways to give feedback including, via email, letter, an online portal, or independent review website. Trustpilot reflects a culture of inclusion.

In line with the National picture, workforce challenges continue and Optegra has a clear commitment to retaining, developing, and recruiting a skilled workforce. The report does not contain specific information relating to staff turnover, sickness, and retention.

Finally, I am required to confirm that NHS Bradford District and Craven CCG has reviewed the Quality Account and believe that the information published provides a fair and accurate representation of the Optegra Eye Hospital's quality initiatives and activities over the last year.

I can also confirm that the statements of assurance have been completed demonstrating achievements against the essential standards.

NHS Bradford District and Craven CCG has taken reasonable steps to validate the accuracy of information provided within this Quality Account and can confirm that the information presented appears to be accurate and fairly interpreted; the Quality Account demonstrates a high level of commitment to quality in the broadest sense and we support the positive approach taken by the Optegra Eye hospital.



Helen Hirst

Chief officer NHS Bradford District and Craven CCG



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