



Optegra Quality Report 2025/26



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Welcome to Optegra by CEO, Dr Peter Byloos

The past year has been one of great change for Optegra, with challenges due to new regulations in NHS commissioning, and opportunities due to our hospital group being bought by prestigious global eye health leader EssilorLuxottica.

Our mission remains constant throughout all of this, to provide the highest standards of patient care in every market in which we operate – both for our NHS and private patients.

When we opened in 2008, our first specialist eye hospital in Guildford offered an A to Z of eye health treatments for private patients. This expanded to six additional full eye hospitals across England. The landscape changed dramatically with the pandemic and since then we have responded to NHS demands and extensive waiting lists by opening a plethora of additional clinics. We now provide NHS ophthalmic care across 17 UK hospitals, mainly cataract procedures due to demand, as well as YAG (neodymium-doped yttrium aluminum garnet) laser capsulotomy and treatments for glaucoma and age-related macular degeneration.

These treatments are provided by the very best consultant ophthalmic surgeons alongside our highly trained, caring clinical and administrative teams – all of whom have training opportunities within Optegra to further their careers and in turn increasingly provide the highest quality treatment to our patients.

The past year has been one of great challenge as NHS regulations have changed, enforcing minimum waiting times – despite us having theatres and clinicians available immediately – and also limiting the number of patients the independent sector can treat.

In response we have launched a new Right to Sight initiative to help patients who wish to proceed to essential treatment more quickly at a minimal cost. All our cataract patients have the advantage of innovative drop-free surgery with superior lenses.

We are open to working closely with all the Integrated Care Boards (ICBs) and are eager to continue to support patients to improve their vision and therefore their quality of life.

Our commitment to our patients extends into the digital space. We have further invested in improving the treatment pathway, making it easier and faster for patients to book appointments and compete pre- and post-op information through Iris, our AI platform.

This virtual nurse offers added convenience to patients who can access it anytime, anywhere throughout their journey.

Alongside this, our intensive training programme for community optometrists and increased resident doctor training schemes also show our commitment to the NHS – we are eager to share our knowledge for the benefit of the ophthalmic industry as a whole.

Outside of the UK, we continue to have a strong European presence and so have the added advantage of sharing best practice with clinics in Czech Republic, Poland, Slovakia, Holland and Belgium. In total, we have to date completed over one million eye procedures across our 74 eye hospitals.

Optegra Eye Sciences

Since our inception, Optegra has been committed to delivering the latest advances in ophthalmic treatments and technologies. Unique among independent service providers, we maintain a dedicated research and development division.

For the past 15 years, Optegra Eye Sciences, a not-for-profit division of Optegra, has collaborated with industry and academic partners to advance eye health research. Our work spans a broad range of areas, including cataract and refractive surgery, age-related macular degeneration (AMD), medical devices, and the application of artificial intelligence in healthcare.

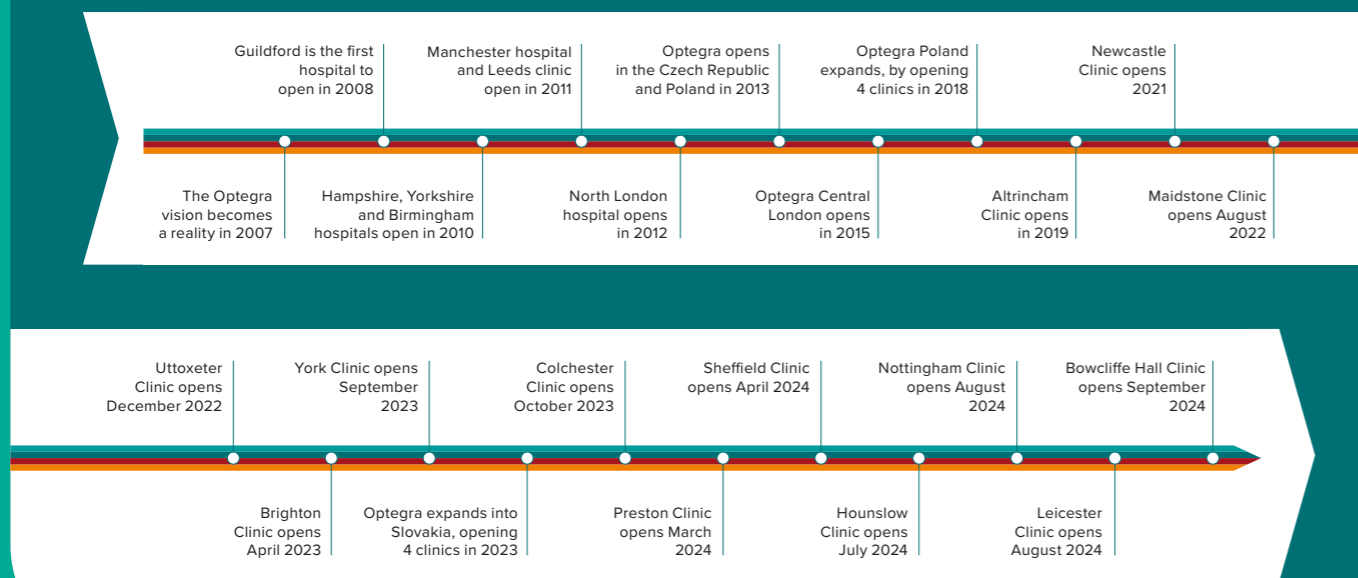
The division is led by Prof Clare O'Donnell, an optometrist, who alongside Chief Medical Officer Mr Amir Hamid and our consultant ophthalmic surgeons, regularly presents at prestigious UK and international conferences, reflecting Optegra's position at the forefront of ophthalmic expertise.

In addition, Optegra Eye Sciences delivers a comprehensive programme of accredited continuing professional development (CPD) events across our hospitals and clinics, sharing specialist knowledge with colleagues throughout the sector.

Through this combination of research, outcomes monitoring and knowledge dissemination, Optegra ensures that all clinical teams are informed by the latest evidence and best practice, supporting excellent patient outcomes and the highest standards of care.

Dr Peter Byloos

The Optegra timeline



Optegra core values

Optegra has a well-established set of shared values that guide how our colleagues interact with patients and with each other. These values continue to be a central focus, helping to ensure a positive impact on patient quality of life and supporting our ongoing effectiveness.

They are:

'We are safe' and patient safety is our top priority. It shapes the way we work and the decisions we make.



'We are focused' 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.



Statement of purpose

Our statement of purpose shares this vision and is vital to our work everyday:

“ ”


To be the most trusted eye care provider.



Optegra service overview 2025/26

Cataract


39,967
completed cataract surgeries



19,227
virtual pre-op assessments completed through our IRIS platform



16,395
post-operative care appointments delivered through accredited community optometrists




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

3,220
YAG laser treatments



Age-Related Macular Degeneration (AMD)

11,921
injections administered for AMD




Glaucoma

1,070
patients treated



239
Selective Laser Trabeculoplasty (SLT) treatments



Statement of commitment from Interim Optegra UK Managing Director, Professor Robert Harris



It gives me great pride to present Optegra’s Quality Report for 2025-26, capturing our work with the NHS during a year of challenge as well as great progress and innovation.

Not only am I proud of the findings in this report, I am also delighted to witness the commitment and progress of all colleagues within Optegra – across all our hospitals and clinics, there is such dedication and this leads to a wonderful level of service for every single patient we care for.

This year, we launched a welcome innovative treatment for all our NHS cataract patients – drop-free surgery. This revolutionary approach not only vastly improves our patients’ experience, as they do not need to apply four weeks of several drops a day post-surgery, but also has proven improved clinical outcomes.

This, combined with the superior lenses we use, means that for the 17,000 plus cataract patients treated in this way, the results to date are outstanding.

In total this year we have treated almost 40,000 NHS cataract patients, almost 12,000 AMD patients and over 1,000 glaucoma patients.

Independent review site Trustpilot – alongside our in-house research – reveals high levels of patient satisfaction. We have received more than 8,000

independent reviews on Trustpilot, with 89% rated at five stars and an overall ‘Excellent’ score of 4.8 out of 5.

While new NHS regulations have restricted the level of treatment the independent sector can provide over the past year – both volumes of patients, and when we can treat them – we continue to communicate closely with all the ICBs we work with, as well as health policy makers and Government officials, to highlight the vast opportunities of us working together. As demonstrated after Covid, the independent sector was able to successfully reduce waiting lists and provide the essential eye health provision needed – these waiting lists are now at risk of rising again.

In the face of this, we launched a ‘Right to Sight’ offering so that individuals have the opportunity to invest in their health – NHS patients who choose not to wait are offered a minimal fee procedure. Also, our increasing AI innovations ensure patients can access our services at a time that suits them, which is streamlining and speeding up the process, whilst freeing up clinician time for more patients in hospital.

Our commitment to the ophthalmic industry continues to progress at pace – with presence at leading conferences, running our own highly regarded symposium, consultants publishing research papers, training for more resident doctors, and an intense CPD programme – with over 100 training events for optometrists over the past 12 months.

In the year ahead, with the backing of our new owners EssilorLuxottica, we plan to continue innovating in both our treatment offerings and AI capabilities, while also sharing our knowledge and commitment with NHS partners – and, above all, continuing to put our patients first.

Finally, in line with regulatory requirements, I confirm that to the best of my knowledge, all information contained in this report is accurate.

Professor Robert Harris

Statement by Optegra UK Medical Director, Alastair Stuart



Our commitment to education and professional development remains central to our clinical strategy. Over the past year, we have delivered over 100 CPD events for optometrists, supporting shared care pathways and strengthening clinical collaboration across the sector.

I am also delighted to announce several key leadership appointments. Steven Naylor has assumed the role of NHS Cataract Lead, building on the strong foundation established by Javad Moayedi. Steven brings extensive clinical expertise and leadership experience to the position.

Magdalena Edington has been appointed Lead for Resident Doctor Training, where her passion for surgical education will support the development of future ophthalmic surgeons – a priority for our business.

Saruban Pasu will lead our newly established internal training function, which will play a critical role in ensuring consistent delivery of safe, high-quality care through structured training, onboarding, and integration of learning from our clinical governance processes.

As we move forward under the new ownership of global vision care company EssilorLuxottica, we are well positioned to expand access to advanced technologies. Over the coming year, this will include the introduction of new diagnostic and therapeutic solutions in areas such as dry eye disease and dry age-related macular degeneration (AMD).

At Optegra, we remain committed to delivering safe, effective and patient-centred care. Our focus continues to be on using data, innovation and clinical expertise to improve outcomes and ensure the highest standards of patient care remain at the heart of everything we do.

Mr. Alastair Stuart

I am proud of the significant progress we have made over the past 12 months, particularly in the development and scale-up of our drop-free NHS cataract surgery pathway.

We have now treated over 17,000 patients using this approach, with outcomes demonstrating measurable improvements across key clinical indicators. Notably, we have observed a reduction in post-operative complications, including cystoid macular oedema (CMO), intraocular pressure spikes and rebound uveitis.

In addition to these clinical benefits, patient-reported outcomes have been extremely positive, with high levels of satisfaction driven by the removal of the burden associated with post-operative eye drops.

During 2025, changes in NHS healthcare regulations have vastly impacted timely access to cataract surgery for many patients. In response, we launched our “Right to Sight” initiative, designed to provide an option for rapid access to high-quality cataract care, including premium intraocular lens options, at minimal cost.

This programme has now been implemented across six of our hospitals in the UK, improving access, reducing patient wait times and maintaining excellent clinical standards.

Part 2.1

Optegra hospitals

Optegra Eye Health Care provides high quality NHS treatment within 17 dedicated eye hospitals and specialist clinics in England, many of which were opened specifically to provide NHS care.

We also ran some community-based diagnostic clinics, providing an opportunity for patients to conveniently attend pre- and post-operative assessments closer to home, with only the ophthalmic procedure taking place at the main hospital.

Two further hospitals – Optegra Central London in the Harley Street district, and Optegra Bowcliffe Hall Eye Clinic, in Wetherby – are currently for private patients only.

Across all our UK hospitals Optegra has specialist ophthalmic consultant surgeons who are amongst the best in the world. They are highly recognised in their field and committed to providing our patients with first-class treatments and care.

Our consultant surgeons have many years ophthalmic experience and have undertaken thousands of eye procedures. All our surgeons are regulated and

approved by Optegra’s Medical Director and Medical Advisory Committee.

The surgeons are supported by specialist optometrists, registered nurses and healthcare technicians.

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

This includes a UK Operations Director, UK Director of Clinical Services, Area Head of Operations, Area Operations Support Leads, Area Optometrist Leads and Area Head of Clinical Services. All work together to ensure a safe, caring and efficient pathway for patients.

Each hospital region has a dedicated Head of Sales (one covering the north, one covering the south). Also, each hospital team has a dedicated Account Development Manager assigned to it, providing 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.

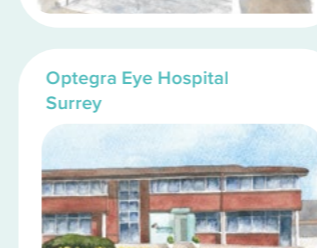
Internationally Optegra has completed over one million eye procedures from its 74 eye hospitals across the UK, Czech Republic, Poland, Slovakia and Holland.

NHS treatments provided per hospital:

| Hospital/clinic | Cataract | YAG laser capsulotomy* | Age-related macular degeneration | Glaucoma |
|-----------------|----------|------------------------|----------------------------------|----------|
| Birmingham | ✓ | ✓ | | |
| Bradford | ✓ | ✓ | ✓ | ✓ |
| Brighton | ✓ | ✓ | | |
| Colchester | ✓ | ✓ | | |
| Hampshire | ✓ | ✓ | | |
| Leicester | ✓ | ✓ | | |
| Maidstone | ✓ | ✓ | | |
| Manchester | ✓ | ✓ | ✓ | ✓ |
| Newcastle | ✓ | ✓ | | |
| North London | ✓ | ✓ | | ✓ |
| Nottingham | ✓ | ✓ | | |
| Preston | ✓ | ✓ | | |
| Sheffield | ✓ | ✓ | | |
| Surrey | ✓ | ✓ | | |
| Uttoxeter | ✓ | ✓ | | |
| West London | ✓ | ✓ | | |
| York | ✓ | ✓ | | |

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

Part 2.2 Optegra UK NHS locations





Part 3

Review of our quality performance during 2025/2026

3.1 Service quality and governance

Over the past year, we have continued to demonstrate our commitment to continuous improvement and upholding the highest standards of patient safety, with some highlights outlined below.

We further strengthened our internal clinical inspection programme through the introduction of the Clinical Review Programme policy, ensuring a standardised approach to internal inspections and aligned with regulatory requirements. This has improved the ability to measure compliance and to identify, escalate and address any issues promptly.

Action plans have been developed from each internal inspection. A new central repository of these actions has enhanced thematic oversight, supporting national learning and strengthening the evidence base for any external regulatory inspections.

The newly established weekly ‘Quality Improvement and Learning Team (QILT) Panel Meeting’ is ensuring multi-disciplinary sight of national themes and learning - see more below.

Strengthening company-wide learning remains a key priority within the Clinical Governance strategy for 2025

and beyond. Insights from all arms of clinical governance are fed into the newly formed education team, supporting closed-loop learning and informing the national Optegra education agenda.

Our Clinical Governance and Quality Leads are undertaking the NHS Patient Safety Syllabus Level 3 and 4, ensuring compliance with national standards of education for patient safety specialists, and supporting the application of up-to-date systems-based and human factor approaches to clinical governance.

This systems-based approach to patient safety learning responses is supporting the positive learning culture across Optegra UK.

Celebrating and learning from excellence has been a key focus and will continue to be strengthened in 2026/2027. Teams have also been utilising the Kudos platform to promote positive reporting and strengthening the culture of safety and continuous learning.

Governance structure

Optegra has a robust governance structure to support quality assurance and escalation from ward to board. The meeting and reporting structures provide comprehensive oversight of clinical governance, ensuring accountability for delivering services to the

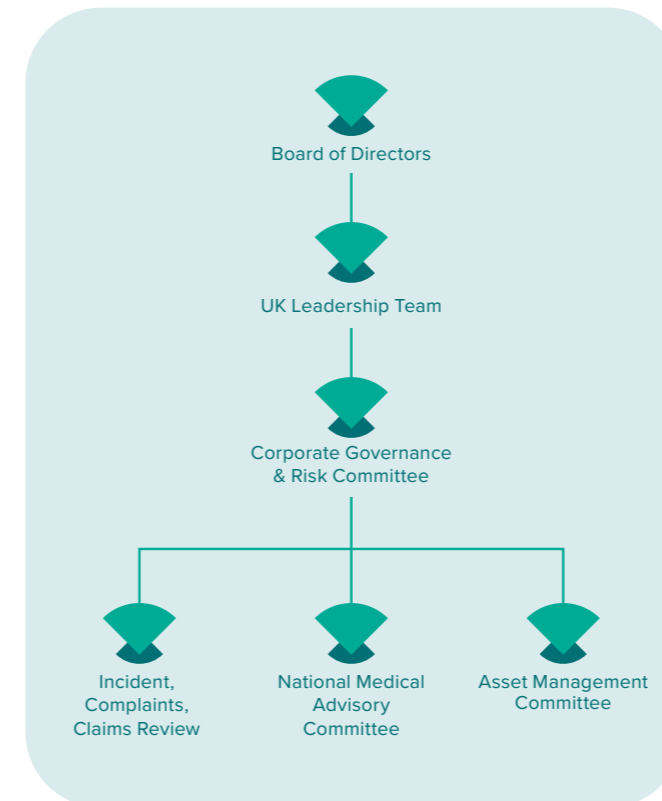
highest standards and in line with national and regulatory requirements.

Patient safety and experience are at the heart of our governance agenda, with the triangulation of any complaints, patient feedback, claims and incidents providing a continuous thread to ensure our services are shaped around the needs of the populations that we serve.

Our formal meeting structure provides an integrated approach to governance including patient safety, clinical and non-clinical risk, financial oversight and information governance.

The Corporate Governance and Risk Committee provides the link between site level operational delivery and the board of directors.

Additionally, the National Medical Advisory Committee provides clinical leadership and expert advice to ensure that clinical perspectives are used to shape the strategic and operational decision making of the business. This integrated approach ensures that patient safety is prioritised and at the heart of decision-making within Optegra.



Reliable clinical systems for safety monitoring

Optegra has established systems in place to monitor and support patient safety, clinical effectiveness and continuous improvement across all services. These include:

1. RADAR safety and risk management platform

We use the RADAR Safety Platform to centrally log all aspects of clinical governance. This includes patient feedback, complaints, incidents, risks, action plans, audits, policies, standard operational procedures (SOPs) and reports.

The system supports a comprehensive body of evidence of Optegra’s clinical governance activities. Bringing this information together allows for cross-checking of evidence and deeper analysis, giving a clear view of key themes, trends and priority areas.

The platform tracks actions and their progress, helping ensure learning is captured and applied across all areas of clinical governance.

2. Clinical outcomes monitoring and quality assurance

At Optegra, we maintain a robust and continuous approach to monitoring clinical outcomes to ensure the highest standards of patient care and safety.

Outcomes are systematically captured across all our services using standardised clinical metrics. This includes visual acuity, refractive accuracy, complication rates and patient-reported outcome measures.

These data are reviewed regularly at procedure, clinician, site and group level through structured governance frameworks, including clinical audit and peer benchmarking.

We utilise digital data systems - an electronic patient record (EPR) system called Open Eyes - to enable real-time tracking and trend analysis, allowing early identification of variation and prompt intervention where required.

Outcomes are benchmarked against national and international standards to ensure alignment with best practice. In addition, patient feedback and experience measures are integrated into our evaluation processes to provide a holistic view of quality.

This continuous cycle of measurement, review and improvement is embedded within our clinical governance structure, ensuring accountability, transparency and a sustained focus on delivering excellent, evidence-based care across all Optegra services.

Specifically, the Eye Sciences team meets regularly with Clinical and Governance leadership to review clinical outcomes, analyse trends and benchmark performance. Any identified variation is investigated, with timely corrective action implemented where appropriate.

3. External reporting and regulatory compliance

Optegra maintains full compliance with external reporting requirements, ensuring transparency, accountability and alignment with regulatory standards.

We submit timely and accurate data to relevant bodies such as the Private Healthcare Information Network (PHIN), the Medical Devices Outcome Registry (MDOR) and the National Ophthalmology Database Audit (NOD). This includes patient satisfaction, clinical outcomes, safety incidents and statutory notifications, in accordance with national frameworks and contractual obligations.

Our reporting processes are underpinned by robust data governance, internal validation and clear accountability structures, ensuring the integrity and completeness of all submissions. We actively monitor updates to regulatory requirements and adapt our processes accordingly to remain compliant.

This systematic approach ensures that Optegra meets all external reporting obligations while supporting continuous quality assurance and regulatory assurance.

4. Reporting and learning from serious incidents

Any serious incidents are investigated utilising Patient Safety Incident Investigation (PSII) methodology in alignment with the Patient Safety Incident Response Framework (PSIRF).

This systems-based approach ensures that any learning generated will support system-wide changes, promoting a meaningful and positive impact on patient safety with the overall aim of preventing and reducing risk of future harm.

Optegra promotes a culture of openness and transparency, working collaboratively with Integrated Care Boards (ICBs) and the Care Quality Commission to support a continuous cycle of improvement.

This openness includes all those involved, with views directly feeding into learning responses. Patients, their families and staff are provided with the opportunity to discuss investigation findings, ask any questions they may have and receive reports.

5. Membership in the Independent Healthcare Providers Network (IHPN)

Optegra remains an active member of the IHPN which facilitates collaboration and the sharing of best practice across the independent sector. We attend IHPN events and remain in regular contact to keep abreast of the most up-to-date advancements within the independent sector.



Clinical audits

Clinical audits are an essential tool for evaluating Optegra's adherence to established clinical standards. They offer valuable insight into areas of strong performance as well as opportunities for improvement, helping to maintain transparency with both internal teams and external stakeholders.

In the period April 2025 to March 2026, a total of 517 clinical audits were completed across all our sites, with an average compliance rate of 98%. While overall compliance remains high, policy requires clinical teams to address any areas of non-compliance and to repeat audits until full compliance is achieved.

At Optegra, we review our audit programme annually to ensure it continues to align with local and national standards and drives meaningful quality improvement actions.

| Audit area | Average Score |
|--|---------------|
| Care and Support Audit V2 | 97% |
| Copy of Environmental Hygiene Audit | 100% |
| Decontamination and Clinical Waste Audit | 97% |
| Environmental Hygiene Audit | 99% |
| Five Steps to Safer Surgery | 98% |
| FP10 Prescribing Audit | 95% |
| Hand Hygiene Audit V3 | 99% |
| Lens Implant Checking Audit V2 | 100% |
| Managers CQC Quality Site Audit | 87% |
| Medicines Documents and Records HoCS Audit | 92% |
| Medicines Management Monthly Audit | 99% |
| Scrub Procedures Hygiene Audit | 100% |
| Scrub Procedures Hygiene Audit V2 | 100% |
| Scrub procedures hygiene audit V2 | 99% |
| Total | 98% |

Safeguarding

At Optegra we are committed to creating a safe environment for both patients and staff, and we monitor safeguarding practices through governance oversight and ongoing staff training.

All staff receive safeguarding training to recognise those potentially at risk of harm, and to take appropriate action when concerns arise. In addition, designated safeguarding leads for each site are trained to level 3 standard, and act as a key point of contact to support in the management of any issues.

In addition to training, our rolling internal inspection programme monitors the local management of safeguarding issues and safeguarding training compliance.

During the reporting period, three safeguarding concerns were raised by staff. All concerns were reviewed by Optegra's Designated Safeguarding Lead and addressed at a local level. None of the cases met the threshold for referral to a local safeguarding board, but each was appropriately managed in line with internal safeguarding protocols.



Incidents

Incidents are reported centrally to the RADAR incident management system which identifies themes to be challenged; with a robust reporting culture, higher rates of incident reporting are seen as positive and indicative of our transparent safety and learning culture.

All incidents are triaged daily by our Clinical Governance and Quality Leads to ensure timely and appropriate responses as well as compassionate engagement of those involved, in alignment with PSIRF.

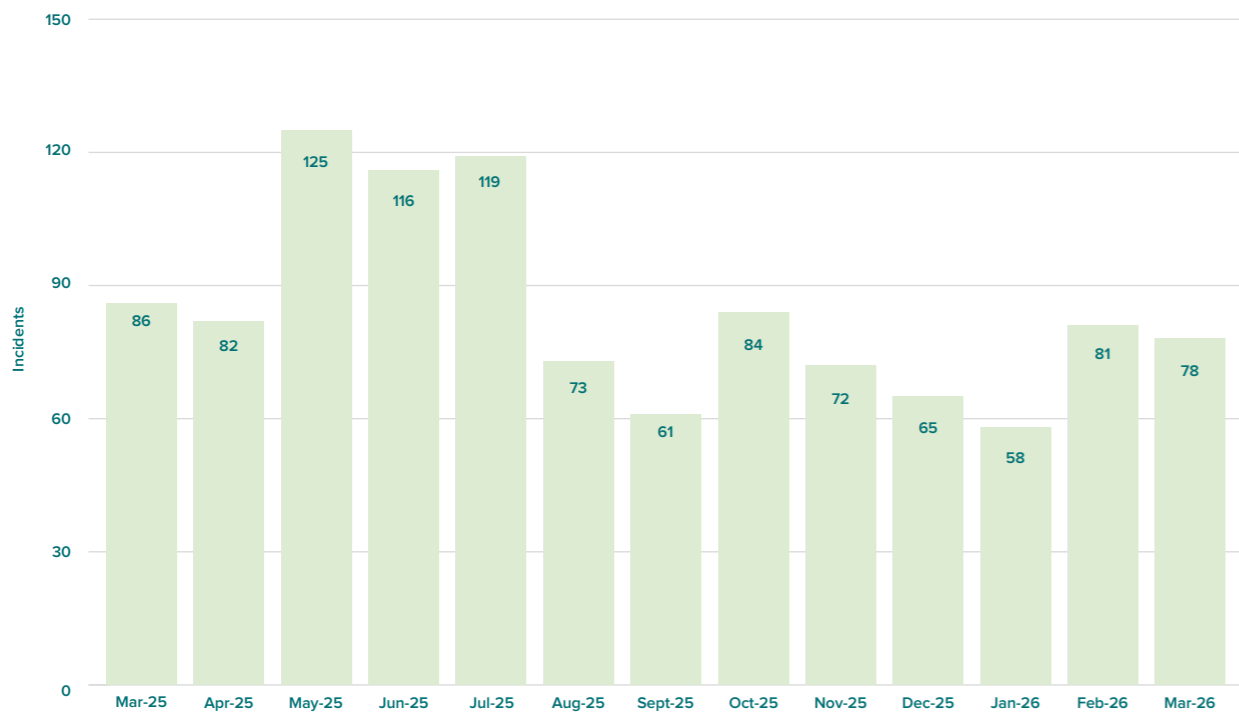
The multi-disciplinary Quality Improvement and Learning Team (QILT) panel has weekly oversight of all incidents reported, supports decision-making on learning responses, and acts as a failsafe for Duty of Candour, external reporting obligations and appropriate capturing of harm levels. The panel's oversight of all learning responses and action plans serves as a feedback mechanism for reports and supports in quality control - ensuring that learning from incidents is optimised.

Monthly compliance reports also support performance benchmarking and close monitoring - from incident response times to report rates. This ensures that clinical governance standards are upheld.

In 2025-26, there were two never events, both involving the wrong lens being used, which were remedied and recorded as no harm events. There were nine serious incidents involving NHS patients and of these two were endophthalmitis cases and one was a potential endophthalmitis case. Our infection rate of 0.02% for endophthalmitis is in line with the NOD benchmark, 2024, 0.02% and we monitor cases carefully to ensure high standards of patient safety.

Optegra maintains an open, honest and transparent culture surrounding incidents and ensures that external reporting obligations are fulfilled. There were six notifications made to the Care Quality Commission (CQC) in the reporting period (April 2025-March 2026). This included five serious incidents and one fire that was a no harm event, although met reporting obligations due to disruption of services.

Incidents



Patient Safety Incident Response Framework (PSIRF)

During the reporting period we continued to develop and strengthen processes in alignment with the PSIRF investigation process.

The new PSIRF Policy has introduced flexibility in the incidents selected for learning responses as well as the methodology used to investigate them. Level of harm is no longer the sole criteria for review, and incidents with the greatest opportunity for improvement are also selected for learning response. This supports a more proactive approach to risk and learning.

2025 saw increased staff involvement in patient safety investigations, as staff are now included from the offset of the investigation. This has enabled much faster and richer learning from these experiences, with staff themselves being part of formulating workable and achievable improvements to enhance patient safety.

Patient involvement in PSIRF processes has also improved. Patients' feedback continues to be actively encouraged, and Duty of Candour failsafe processes ensure that patient experiences feed directly into learning responses. Patients are allocated a designated key point of contact to support open and collaborative lines of communication during any review process.

Complaints

During 2025/26, 33 formal complaints were logged onto RADAR by NHS patients. 60% were responded to within 20 days and 64% within 30 days, and four related to NHS-funded patients. This is a very similar level to last year.

The most common theme was around clinical care, with one complaint on clinical outcome.

Of these, 12 per cent were not resolved at Stage One and moved to Stage Two of the complaints process. 100 per cent of Stage Two complaints were responded to within the required timeframe, and of these, 72 per cent were upheld or partially upheld.

One complaint was escalated to the NHS Parliamentary and Health Service Ombudsman and remains under review. This is consistent with the previous reporting period. No complaints were referred to ISCAS during the year, compared to two in the previous year.

Themes and lessons learned from complaints are routinely shared with hospitals to support improvements in the quality of complaint responses.

These insights are reviewed at the Quality Improvement and Learning Team (QILT) meetings and are also shared with Optegra's Education Team. Additionally, they are reported to the Board via the Corporate Governance and Risk Committee to ensure continuous organisational improvement.

Recent changes implemented in response to complaints include a review of the consent process, the introduction of additional staff training and the development of a new, improved consent form for the NHS pathway.

Care Quality Commission

During this period Optegra completed registration of one new location - Bowcliffe Hall, Wetherby - in April 2025.

Inspections

During this reporting period, the CQC carried out one inspection at Optegra Eye Clinic Uttoxeter, which achieved a 'Good' rating across all domains.

Current Inspection Status – all NHS sites

| Hospital/Clinic | CQC Inspection status (current date) |
|-----------------|--------------------------------------|
| Birmingham | Good (2017) |
| Bradford | Good (2021) |
| Hampshire | Good (2021) |
| Manchester | Good (2022) |
| Newcastle | Good (2023) |
| North London | Good (2023) |
| Surrey | Good (2017) |
| Uttoxeter | Good (2026) |
| Brighton | Registered |
| Colchester | Registered |
| Leicester | Registered |
| Maidstone | Registered |
| Nottingham | Registered |
| Preston | Registered |
| Sheffield | Registered |
| West London | Registered |
| York | Registered |

3.2 Clinical outcomes

We routinely collect and review clinical outcomes across all our hospitals to ensure patients receive the highest standard of care.

These results are benchmarked against national and international standards, and we use dedicated reporting tools to track performance and drive continuous improvement.

The Eye Sciences team shares outcomes regularly across the organisation so we can keep enhancing the care we provide.

Cataract surgery outcomes:

39,967 procedures carried out

99.2% with no recorded operative complications (vs. NOD benchmark 98.4%)

Visual outcomes for cataract surgery:

97.5% of eyes achieved 6/12 or better (excluding eyes with co-pathology) vs NOD benchmark of 96.2%

59.5% of eyes achieved 6/6 or better (excluding eyes with co-pathology) vs. NOD benchmark of 53.1%

Refractive outcomes:

95% of eyes within +/- 1D of predicted post-operative refraction (vs benchmark Lundstrom et al of 93%)

PCR rates:

0.21% unadjusted (vs. NOD benchmark 0.69%)

Infection rates:

0.02% Endophthalmitis (vs. NOD benchmark, 2024, 0.02%)

Wet AMD treatment outcomes*:

79% of 276 wet AMD eyes treated had the initial phase of treatment completed within 10 weeks (vs. NOD benchmark 66%)

77 letters was the most common vision score at one year after treatment, which is a good standard of vision and better than driving standard (NOD benchmark at 12 months is 65 letters)

69.1% of treated eyes could read 70 letters or more (close to driving standard) at one year after treatment (vs. NOD benchmark 43% of eyes at one year). This compared favourably to baseline where only 44% of eyes could read 70 letters or more.

* Note – outcomes based on treatment April 24-March 25, to allow one year review

3.3 Drop-free surgery outcomes

This year Optegra has rolled out drop-free NHS cataract surgery to all of our hospitals, based on the success of our innovative pilot in the previous year.

Outcomes this year include:

17,056 eyes treated with drop-free cataract surgery

2.9% Cystoid Macular Odema (CMO) rate versus the 'standard' drop regime rate of 3.55%

0.52% Intraocular pressure (IOP) rate versus the standard drop regime rate of 0.68%

A steroid and anti-bacterial injection as part of the surgical procedure negates the need for several weeks of applying a range of drops (anti-bacterial, anti-inflammation and lubricating) four times each day. Benefits of this approach for our patients are:

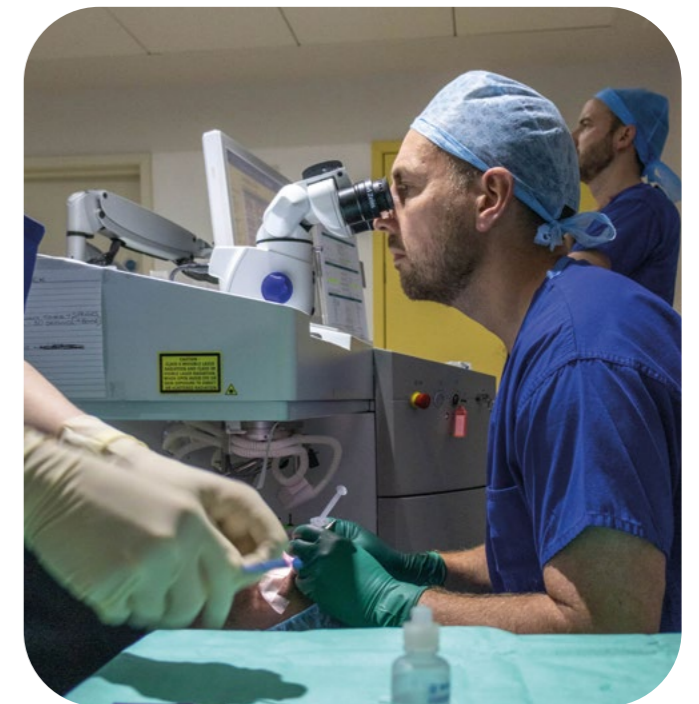
- No eye drops whatsoever post-surgery – many of which sting – so treatment ends on the day of surgery
- No more concerns about correctly applying drops, which can be a challenge for some people or reliance on friends/family to assist
- Reduced risk of infection
- Shorter recovery time

“ ”

I was worrying about the drops because my friend was complaining so much about them – he used to say it is a pain trying to get all these drops in, having to wait a certain time between each one, and especially if you live on your own and have nobody to help you, it is really difficult.

But with Optegra, I did not need to do even a single drop afterwards, it has been brilliant – I am really happy with my vision now, and so glad I had it done.

Linda Dukes
Patient



3.4 Patient outcomes

Safety culture

Optegra is committed to fostering a strong and proactive safety culture. This is supported by our core values and underpinned by systems that prioritise patient and staff wellbeing.

One of our guiding principles is:

'We are safe' Patient safety is our top priority. It shapes the way we work, and the decisions that we make.

To support this, Optegra has a Freedom to Speak Up (FTSU) network which encourages all staff to raise concerns in a safe and supportive environment, and describes the process that staff follow to report any concerns. The scheme has expanded this year with additional training as well as a dedicated FTSU Guardian taking ownership across each hospital region.

Our Health and Safety Policy sets out responsibilities and arrangements for maintaining a safe working environment, covering all aspects of staff and patient health, safety and welfare.

Additional measures are in place to promote patient safety including a 24/7 on-call system supported by our nurses and optometrists. While the need for urgent out-of-hours intervention is rare, Optegra is equipped to open hospital facilities when required to assess and treat patients. We also offer emergency clinic appointments for patients requiring urgent review.

Patient satisfaction and patient reported outcomes

Optegra continues to use the patient portal it launched in 2023 to improve communication and enhance patient engagement. The portal allows thousands of patients each month to conveniently access upcoming appointment details, review correspondence from Optegra and provide feedback on their care – all in one place. This initiative supports accessibility and reinforces a patient-centred approach.

This data shows:

99%

of 8,587 patients who used our service said their experience was good or very good. (Source: NHS friends and family test)

Further Optegra research with patients shows:

99%

of patients felt their consultant showed them understanding when assessing their need for treatment

99.3%

of patients felt their consultant explained everything in a way that was easy to understand

99.3%

had confidence that the consultant would deliver the appropriate care

99.7%

said they were treated with respect and dignity while in the hospital

Patient feedback

Feedback from our patients includes:

- 'Extremely impressed with everything, staff, the flow, very happy'
- 'Very well looked after – explanations were given throughout process. Well supported, thank you very much'
- 'Discharged today! You have looked after me so well, I'm almost sad! Thank you to the whole team'
- 'Excellent care, staff friendly and polite – fully confident in staff'

“ ”

I've worn glasses for the past 20 years for both driving and reading, and I have Type 2 diabetes, so I have been having regular eye tests with Oliver at Judge Opticians for many years. When I heard that Oliver himself had his cataracts treated at my local Optegra I had no hesitation about going there for treatment.

The staff were all so lovely, calm and reassuring, so I immediately felt at ease. It was painless and over so quickly. To be able to see so clearly feels like I've turned the clock back 20 years! The end result is absolutely worth it – I am over the moon.

Andrea, from Nottingham

Trustpilot

Optegra has received more than 8,000 independent reviews on Trustpilot, with 89% rated at five stars and an overall 'Excellent' score of 4.8 out of 5. Trustpilot is an open, independent review platform where customers can share their experiences to help others make informed choices.

Patient Reported Outcome Measures (PROMs)

Patient Reported Outcome Measures (PROMs) evaluate aspects of a patient's health status or health-related quality of life at a point in time and are collected through self-completed questionnaires.

These questions are typically asked before surgery and again at a point in time after surgery. The answers are scored and the differences between the two questionnaires provide a measure of the outcomes or effectiveness of the care delivered.

For cataract surgery, Optegra and many other providers globally, use a robust questionnaire called "Catquest-9SF", which has nine questions. The first two questions are general questions about eyesight and the impact of cataract on overall daily activities, and the remaining questions relate to specific activities. Our latest CATQUEST 9SF PROMS data shows that:

- 82 out of every 100 people said that their ability to perform everyday visual tasks improved after cataract surgery. This compares favourably to benchmark data.

Net Promoter Score (NPS)

The Net Promoter Score (NPS) is a measure of patient loyalty based on how likely people are to recommend a provider; with typical healthcare NPS scores averaging between 30 and 50. Optegra's NHS NPS of 85, based on ratings from over 9,000 cataract surgery patients, is significantly above the performance seen across most healthcare providers.





Patient feedback on our Wet AMD service

To understand patient experience within our wet AMD service, we carried out an anonymous survey of 100 patients attending our Optegra Manchester clinic. More than 80% of respondents reported high levels of satisfaction, rating their overall experience as excellent across all stages of their visit, including reception, diagnostics and consultations with optometrists, doctors and nurse injectors.

Key findings included:

- All patients reported being satisfied with the information provided about their aftercare
- 100% stated they were extremely likely or likely to recommend the service to others
- All patients felt the hospital was clean and maintained high hygiene standards
- 99% agreed that the time spent in the clinic was acceptable

These results reflect the strong patient-centred culture within our wet AMD service and our commitment to delivering safe, effective and compassionate care.

Education and support for patients

Optegra offers a wide range of patient information materials on eye conditions and treatments and we have continued to enhance our website and information hubs with clearer details about our procedures, consultants, facilities, patient journey and patient testimonials.

We also host regular patient education events, inviting patients and their relatives into our facilities to learn more about eye health and available treatments. In addition, our Eye Sciences team and consultants share expert information across channels commonly accessed by patients, including social media, newspapers, magazines, online platforms, radio and television.

Recent topics have covered caring for your sight, glaucoma, cataract, menopause, how to avoid falls, artificial intelligence, floaters, dry eye and new treatment options such as those for macular degeneration.

3.5 Information governance

Over the past 12 months, Optegra has continued to strengthen its position as one of Europe's leading digitally enabled, clinically-led providers of eye health services, with a clear commitment to delivering sustainable, high-quality care aligned to our core Environmental, Social and Governance (ESG) pillars of Patient, People, Planet and Governance.

Our strategic focus on pathway standardisation, responsible adoption of digital and AI-enabled technologies, and clinical excellence has enabled us to:

- Improve patient outcomes and access to care (Patient)
- Support our clinical and operational teams through more efficient ways of working (People)
- Reduce resource utilisation through digitisation and automation (Planet)
- Maintain robust data protection, cybersecurity and governance standards across all markets (Governance)

Through this integrated approach, Optegra continues to deliver measurable improvements in patient experience, operational efficiency and long-term system value, while ensuring sustainability remains embedded in how we design and deliver care.

1. Digital and AI-enabled pathways

During the reporting period, Optegra expanded the use of Artificial Intelligence (AI) and Robotic Process Automation (RPA) technologies to improve operational efficiency and enhance patient access.

These technologies have streamlined our administrative processes, supported patient communications and assisted with pathway management while maintaining robust clinical governance and patient safety oversight.

Iris AI

Optegra continues to operate established and innovative digital tools along the patient pathway including AI-supported pre-operative and post-operative assessments, call management, appointment rescheduling and FAQ. These are transforming how our patients interact with our services and also assist

in the structured collection of patient information, support efficient triage and pathway management.

In the reporting period, AI assisted with:

157,757

Optegra patients engaged with Iris this year, and a total of 199,581 to date

19,227

pre-operative assessments completed this year, and a total of 33,939 to date

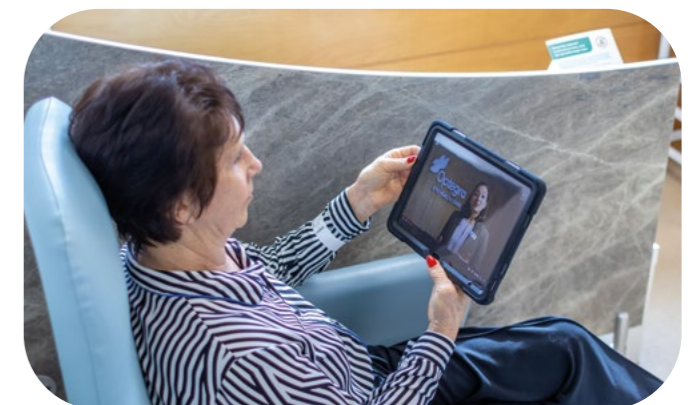
8,529

initial appointments booked this year, and a total of 24,677 to date

7,631

first eye post op consultations completed, and a total of 18,436 to date

Iris AI platform has supported the delivery of efficient, accessible and consistent patient communications across key stages of the treatment pathway, while allowing appropriate escalation to clinical teams where required.



Benefits include:

- Improving patient access to services through digital and automated communication
- Reducing administrative workload associated with high-volume patient interactions
- Providing timely responses to patient queries and appointment management requests
- Supporting the efficient coordination and management of patient pathways

To further enhance this service, we launched the following new Iris AI features during 2025/26:

- Webchat functionality for patient enquiries
- Inbound appointment confirmation calls
- Outbound appointment confirmation calls
- Automated outpatient appointment rescheduling

Performance metrics are monitored to assess the effectiveness of AI deployments.

Robotic process automation

Robotic Process Automation (RPA) plays a key role in helping us manage increasingly complex patient pathways, particularly in light of NHS changes to Referral to Treatment (RTT) rules for second-eye procedures.

These changes introduce additional administrative requirements such as separate referrals, enhanced tracking and more detailed eligibility checks. Our RPA helps address this complexity by automating routine administrative tasks such as tracking RTT timing, referral management and patient prioritisation at each stage of the pathway.

By reducing reliance on manual interventions, RPA improves efficiency and accuracy. It also improves data consistency and compliance with NHS requirements, but, most importantly, helps simplify the pathway for patients.

In practice, this means patients can access treatment more quickly, experience fewer delays, and benefit from a smoother, more coordinated journey from referral to care.

Our objectives for the RPA programme are to:

- Reduce manual administrative workload
- Improve process efficiency and consistency
- Minimise human error in repetitive operational tasks
- Support timely progression of patient pathways

This discovery phase has identified repetitive, rule-based tasks and provided insight into how referral information is received, processed and transferred across operational systems.

Over 60 potential automation opportunities were identified and analysed, with 24 validated as appropriate for future implementation.

Pilot implementation: RetinAI

We have continued to explore additional AI-enabled solutions through controlled pilot programmes including RetinAI.

This is a regulated ophthalmic data and AI platform that sits between imaging devices and clinicians, offering automated OCT quantification, longitudinal tracking, diabetic retinopathy screening and multi-site data standardisation.

For the past six months, we have conducted a comprehensive pilot study to validate RetinAI against expert clinician assessment across a representative AMD and glaucoma cohort. The pilot study has shown a compelling case for its integration into the Optegra patient pathway.

The next stage of our assessment is a nine month “In-Clinic” multi-site pilot to measure its impact on pathway standardisation in terms of clinical decision support, improved workflow throughput and measure patient diagnostic value.



2. Patient pathway digitisation

Building on our transition to a fully electronic medical record system, this year has seen significant progress in the digitisation of clinical and surgical pathways across our UK sites. We have continued to reduce reliance on paper-based processes, streamline clinical workflows, and improve the quality and consistency of data capture - delivering benefits for patients, clinical teams and operational performance alike.

Our clinical system, OpenEyes, has undergone a number of enhancements this year, digitising previously paper-dependent steps within our surgical and outpatient pathways. For example:

- AMD pathway - we introduced a digital AMD drug record and checklist, completing the transition to a fully paperless AMD pathway. This has improved efficiency and data accuracy.
- Interactive WHO checklists – we have new digital WHO checklists across our theatre environments meaning clinical teams no longer annotate PDFs manually. The process is faster, more consistent and significantly easier to audit.
- IOL PIN sign and digital whiteboard - launched for NHS cataract patients. Biometry data now imports directly into OpenEyes, removing PDF upload/annotation. Surgeons sign lens selection using their OpenEyes PIN, improving speed and auditability. This also enables a digital theatre whiteboard showing procedure and lens details to the whole team.
- Laser event record - The laser event record, used across YAG, SLT and related procedures, now has standardised data fields that improve reporting consistency and quality.

Our Patient Portal continues to expand in functionality, enabling patients to access correspondence, view appointments and submit medical information securely. This year, it has been developed so patients are now able to confirm appointment attendance directly through the portal, without the need to register, supporting more timely appointment management.

The Electronic Patient Registration Form remains in active use, continuing to reduce paperwork at reception and enabling improved data capture at the point of referral.

3. Clinical data and AI innovation

Through a Knowledge Transfer Partnership, our Eye Sciences Team - funded by a grant from Innovate UK and Optegra Eye Health Care - is developing innovative AI tools to support clinical decision-making in vision correction.

This work is focused on enhancing patient care by supporting clinicians with data-driven insights to help optimise treatment planning.

We are excited about the progress so far and look forward to the advancements this collaboration will bring for the benefit of our patients. As part of this collaboration a clinical suitability tool has also been developed to help community eye health care practitioners in their referral decision making.

4. Clinical research capability

By integrating our digital patient registration with structured PROMs and consented data capture, we are enabling large-scale, real-world clinical research at pace.

This allows us to generate robust outcomes data, strengthen partnerships with the NHS, and continuously refine patient pathways based on real evidence of what matters most to patients. This includes improving access, experience and clinical outcomes. This ability and investment positions us as a data-driven leader in ophthalmic research and collaboration.

5. Data protection

As well as expanding Optegra’s portfolio of privacy-related reports and improving understanding of data protection and risk-factors amongst all colleagues, we have:

- Aligned with the Information Commissioner’s Office (ICO) on key initiatives for the safer processing of patient data. This included highlighting to Optegra users that a key social messaging application should not be used for patient data
- Continued support of Optegra Eye Sciences in the transparent use of patient data, e.g. to support Medical Devices Outcomes Registry reporting and clinical research initiatives

Optegra plans to expand use of privacy audits, and to further customise training on the new learning management system, ‘LMS’. Privacy and data protection remains a key strategic focus across the business.

6. Cyber essentials

Optegra successfully achieved Cyber Essentials accreditation in August 2025, demonstrating our commitment to maintaining robust baseline cybersecurity controls and protecting sensitive data across our systems.

Building on this foundation, further enhancements were implemented to strengthen security measures, including improved vulnerability management, user access controls and endpoint protection. As a result of this continued focus on cyber resilience, we progressed to achieve Cyber Essentials Plus certification in October 2025.

This independently verified standard provides a higher level of assurance through technical testing and by confirming that key security controls are effectively in place and operating as intended. Together, these milestones reflect a proactive approach to safeguarding patient information, supporting service continuity and aligning with NHS digital security expectations.

7. Information security

During 2025, Optegra undertook a comprehensive programme of information security activities to strengthen our cyber resilience and protect patient and operational data.

A full penetration test and a dedicated ransomware assessment were conducted by an external CREST-accredited supplier, providing independent assurance of the effectiveness of existing technical controls and identifying areas for further improvement.

Optegra also successfully completed the NHS Data Security and Protection Toolkit, demonstrating compliance with national data security standards.

In addition, two internal phishing simulation exercises were carried out to raise staff awareness and improve vigilance against social engineering threats.

Collectively, these activities reflect a strong and proactive commitment to information governance and cybersecurity best practice.



3.6 Workforce

Optegra has a dedicated and comprehensive training programme available to all our employees, to assist with professional growth opportunities and consequently service quality.

In 2025–26, we continued to focus on driving training through funded development opportunities and the Apprenticeship Levy. During this period, three employees were approved for further professional training, and we currently have 10 employees enrolled on apprenticeship schemes across a range of disciplines. We see these initiatives as mutually beneficial, supporting both individual career progression and the long-term capability of the business.

In addition, we are working closely with our new parent company, EssilorLuxottica, to expand educational opportunities through the Leonardo Learning Management System (LMS), which provides employees with enhanced access to a broader range of digital and structured learning resources.

In 2025, we launched our Future Leaders programme, designed to identify and develop high-potential talent within Optegra. The programme currently includes 10 employees, each of whom has been assigned a mentor from the leadership team and is being supported to build a personalised development plan (PDP). The impact of this initiative is already evident, with four participants having been promoted into more senior roles, demonstrating the programme's success in accelerating career development.

We are also proud to have supported an employee in successfully securing a place on the THRIVE programme for women in leadership, delivered by an external consultancy. This further reflects Optegra's commitment to promoting diversity and developing high-potential talent across the organisation.

We have placed a strong emphasis this year on improving employee communication and engagement. This has been supported through the introduction of fortnightly management briefings, cascaded from the



leadership team through area managers and line managers to all employees. This is achieving greater transparency, alignment and consistency of messaging across the organisation.

And finally, we continue to ensure colleagues participate in the structured Performance Development Review (PDR) process. These quarterly meetings with line managers provide an opportunity for each employee to review development goals, training needs and career progression opportunities. This structured approach ensures that all staff receive consistent support and that development opportunities are aligned with individual aspirations and organisational objectives.

Equality and diversity

Over the past year, our employee-led diversity and inclusion group, BeYou, has provided regular communications and events and welcomed new colleagues to the team.

The intention of this group is to celebrate an inclusive working environment where all employees feel respected, supported and empowered to bring their authentic selves to work. BeYou plays a key role in supporting Optegra's wider equality, diversity and inclusion objectives.

BeYou's aims are to:

- Raise awareness and celebrate individuality, diversity and inclusion
- Connect by sharing experiences, resources and ideas
- Provide a safe space to support everyone from diverse backgrounds

Over the past year, BeYou has delivered the following:

- A call out to female colleagues to arrange screening around Cervical Cancer Prevention Week
- Communications for International Women's Day celebrating women in business
- Encouraged exercise, good nutrition and hydration for World Health Day
- Shared gifts with our nurses for International Nurses' Day and celebrated Florence Nightingale's work
- Raised funds for Guide Dogs through collection boxes at coffee machines, as well as clinic bake sales and raffles
- Hosted a Pride webinar where members of our team from the LGBTQI+ community shared their experiences and participated in the London Pride parade
- Encouraged employees to donate locally for World Blood Donor Day
- Provided opportunities for recycling and donations for Second Hand September
- Shared greetings and celebrations of religious festivals including Lent, Ramadan, Easter, Yom Kippur, Diwali, Christmas and Hanukkah
- Spotlighted Dementia Action Awareness Week, Learning Disability Awareness Week, International Day of Friendship, Black History Month, Menopause Awareness Month, National Stress Awareness Week, Anti-Bullying Week, Parent Mental Health Day, World Cancer Day and National Apprenticeship Week

Freedom to Speak Up

We have further expanded our Freedom to Speak Up (FTSU) Network and now have one designated FTSU Guardian, supported by champions across each region and within our business support functions.

This structure ensures that every employee has access to a local, trusted point of contact where they can safely and confidentially raise concerns. All employees are also welcome to approach any FTSU Champion across any Optegra site for support.

In addition, our FTSU Champions are being encouraged to take an active role in educating colleagues throughout the year. As part of site training days, they will help raise awareness of the importance of the FTSU role and ensure our employees understand how to access support if and when needed.

Mental Health First Aiders

To support staff wellbeing, Optegra runs a Mental Health First Aiders (MHFA) programme. Our trained MHFA representatives are found at all hospital sites and can offer immediate support to colleagues experiencing mental health concerns or emotional distress.

MHFAs offer confidential advice, initial support and signposting to appropriate external services where needed. This initiative forms part of Optegra's broader commitment to creating a psychologically safe and supportive workplace environment.

All employees are also welcome to approach any MHFA across Optegra sites for support. In addition, our MHFA's are being encouraged to educate colleagues throughout the year, to raise awareness of their role and how they can support colleagues.

Gender pay gap reporting

Recent reporting highlights ongoing progress in narrowing the gender pay gap across Optegra. Analysis confirms that colleagues at equivalent levels, regardless of gender, receive equal pay. Optegra remains committed to monitoring pay equity and promoting fair and inclusive employment practices.

Staff survey

We achieved some good results in our staff survey during 2025-26:

- 60% employees completed the survey
- 79% had a good working relationship with their manager
- 77% are happy with the hours they work
- 54% recommend Optegra as a place to work
- 78% know what is expected of them at work
- 78% promote our services
- 79% feel they do something worthwhile



3.7 Education and training for healthcare professionals

Education and support for clinicians

Optegra maintains a comprehensive programme of education, training and professional support designed to ensure high standards of clinical practice across both our internal workforce and to support the wider ophthalmologic and optometric community. Our investment in our Eye Sciences Team and our recently formed Training Team reflects our commitment to continuous professional development (CPD), evidence-based care and system-wide improvement.

Internal education and clinical development

Within Optegra, structured education pathways support clinicians at all stages of their careers. This includes induction programmes, competency-based training and ongoing CPD aligned to regulatory and professional body requirements. Multidisciplinary (MDT) meetings provide a forum for shared learning, case discussion and peer review which enables clinicians to reflect on outcomes and adopt best practice.

Specialist training is delivered through targeted initiatives such as wet-lab surgical training for doctors, technology-focused sessions (e.g. imaging, biometry and laser platforms) for our healthcare technicians and optometrists. We also run clinical meetings where outcomes data, complications and trends are reviewed with multidisciplinary teams. These sessions are closely integrated with the work of the Eye Sciences and Clinical Governance teams, ensuring that learning is directly informed by real-world performance data and emerging evidence.

Optegra also provides structured development opportunities including fellowship programmes in vision correction, support for newly appointed consultants, and clinical attachments and supervised training opportunities in NHS cataract surgery for ophthalmology trainees.

Education for external clinicians and system partners

Optegra plays an active role in supporting the wider healthcare system by delivering education to community optometrists and other referring clinicians – see CPD section below.

In addition, we collaborate with academic institutions and industry partners to support education, innovation and knowledge exchange. This includes involvement in collaborative educational projects, clinical studies and the development of new technologies, such as applications of artificial intelligence to support clinical decision-making.

Knowledge sharing and continuous improvement

Across both internal and external programmes, Optegra emphasises the importance of knowledge sharing and continuous improvement. Educational activities are designed not only to disseminate knowledge but also to foster collaboration, challenge variation in practice and drive improvements in clinical outcomes.

Feedback from participants is routinely collected and used to refine educational content. Where appropriate, learning is linked to the latest evidence, clinical audit, outcomes data and national benchmarks, ensuring that education is up to date and aligned with quality improvement priorities.

Through this approach, Optegra supports clinicians to maintain and enhance their skills, contributes to workforce development across the sector and ultimately ensures the delivery of safe, effective and patient-centred care.

We continue to offer training for our nurses interested in becoming injectors for our wet AMD pathway, and upskilling for our optometrists in becoming independent prescribers or to deliver enhanced services such as YAG laser capsulotomy.

We also continue to offer placement opportunities for trainee optometrists from the University of Manchester's prestigious MSci in Optometry programme. These placements provide hands-on experience and professional development for optometrists at the beginning of their careers, and most trainees continue their careers at Optegra thereafter.

Symposium

This year we developed and hosted another multidisciplinary Optegra Eye Sciences and ZEISS symposium. The symposium, entitled 'All Eyes on the Future', took place at Aston University, Birmingham.

It brought together healthcare technicians, optometrists, nurses and ophthalmic surgeons.

The programme covered future treatment options for eye disease, research updates and posters, presentations on the latest in cataract surgery, vision correction and AMD, next generation care for glaucoma and shaping the future with AI in ophthalmology.

The 16 hands-on workshops were a real highlight, including wet labs, peer review sessions, a practical masterclass training on biometry, as well as glaucoma case interpretation and sessions on ocular imaging and diagnostics.

Our keynote speaker Professor Dominik Fischer (University of Oxford, Nuffield Laboratory of Ophthalmology) spoke on the future of retinal disease including a fascinating insight into the immediate impact of low oxygen levels on the delicate blood vessels at the back of the eye. This research involved his team taking images of the retina at high altitude in the worst possible weather conditions.

With 150 people registered for the event, the symposium offered a range of interactive learning opportunities and a chance for colleagues to network.

Hailed as a great success from attendees' feedback, with 100% of respondents saying they would attend a similar event in future, this has become a 'not to be missed' annual CPD event which we are proud to organise and facilitate.



Optegra Symposium Team

Research

Optegra continues to share outcomes data with the wider professional and scientific community. Over the past year our work was shared at international congresses, educational and industry meetings including the European Society of Cataract and Refractive surgeons, United Kingdom & Ireland Society of Cataract & Refractive Surgeons, EURETINA and the British Society for Refractive Surgery. We submit our results for publication in key educational and scientific journals.



Optegra team at BSRS meeting in Oxford

Optegra Eye Sciences also continues to participate in research collaborations with industry and academic partners. We continue to co-fund data scientist Dr Anthony Man on an exciting Knowledge Transfer Partnership (KTP) machine-learning project with Innovate UK. This brings together the expertise of The University of Manchester and the Optegra Eye Sciences' research and development team. Anthony's work is already making a meaningful impact at the intersection of AI and clinical eye care.

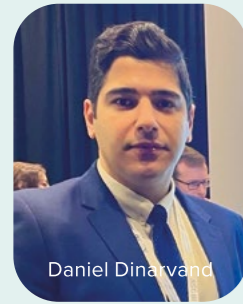
Furthermore, we have a number of exciting research collaborations aimed at advancing ophthalmic care. These studies include evaluating new intraocular lens designs, drop-free pathways for cataract surgery, the use of AI in clinical workflows and patient experience, and the efficacy of new treatment options for both wet and dry AMD. Through these efforts, Optegra Eye Sciences continues to contribute to the evolution of practice, supporting both clinical excellence and workforce development and ensuring that patients receive innovative, safe, and high-quality care.

Resident doctors in training

Building on from the successful launch of surgical training for ophthalmology resident doctors in 2023, we have grown this programme and welcomed twenty-five residents to train in NHS cataract surgery across six of our hospitals this year.

Residents are assigned to their local Optegra site for regular theatre sessions as part of their NHS training programme, helping to embed Optegra's NHS units within the local healthcare community.

They value the focussed and efficient environment, where they receive one-to-one tailored training from Optegra's expert surgeons. One Optegra trainee this year, Daniel Dinarvand, said:



"I have been training with Mr Mike Adams at Optegra in Guildford since August 2025, and my experience has been exceptionally positive. The opportunity to train in this setting alongside my NHS work has provided a valuable extension to my surgical

exposure, particularly in a high-volume, well-supported environment. This has allowed me to consolidate core skills and gain confidence in more advanced techniques.

"Mr Adams has been an outstanding trainer and mentor. He is not only an excellent surgeon but also a genuinely committed educator. His teaching style is patient, structured, and highly supportive, creating an environment where learning feels both safe and progressive. He consistently encourages reflection and independence while ensuring appropriate supervision, which has been instrumental in developing my surgical confidence. I would consider him a true role model in both his clinical practice and his approach to training.

"Having this opportunity at Optegra has been incredibly valuable. It has complemented my NHS training by offering additional operative experience, continuity, and focused one-to-one supervision that can sometimes be more difficult to achieve in busier NHS settings.

"Overall, this experience has been instrumental in accelerating my surgical learning and has reinforced my enthusiasm for pursuing a career in ophthalmology."

A training placement at Optegra allows junior residents to rapidly acquire and improve their skills, while for the more experienced it provides an opportunity to complete higher volumes of cases, in a safe and supportive environment within which to take on more complex cases.

Over the past year our residents performed 853 procedures, with a PCR rate of 0.82%, which compares favourably with NOD trainee benchmark range 1.8-2.3%.

We continue to be in discussions with local NHS educational leaders to offer surgical training opportunities to even more trainees across the UK. Additionally, we are investing in developing skills and didactic courses, which we plan to offer free of charge to trainees on a regular basis; our first Advanced Cataract Course is due to take place in April 2026.

Continuing Professional Development (CPD)

CPD lies at the heart of advancing and sustaining high standards of healthcare within the NHS and we are committed to sharing our knowledge with healthcare professionals in the community.

Optegra has created a diverse, structured programme of CPD events, allowing optometrists to continually refine their knowledge, skills and competencies in line with the latest evidence-based practices and evolving patient expectations.

This programme includes our well-established face-to-face events and monthly webinars which have excellent attendance. These sessions cover topics such as cataract and refractive surgery, glaucoma, medical retina, dry eye and the latest advances in clinical practice.

This year we have also introduced in-house peer review and interactive workshop sessions and also offered CPD-accredited hospital shadowing days, creating immersive learning opportunities.

A key focus is supporting community optometrists in delivering high-quality care. Optegra provides targeted training and clinical guidance for optometrists, ensuring care is delivered safely, consistently and in line with the latest evidence-based protocols and pathways. This contributes to improved patient experience, reduced hospital burden and strengthened integration between primary and secondary care.

Highlights include specialist sessions such as cataract wet labs in Nottingham, Leicester and Hampshire, led by Consultant Ms. Magdalena Edington and hosted in partnership with J&J – these allowed optometrists to experience the challenges of conducting cataract surgery.

We also hosted two Foreign Body Removal workshops in Manchester, directed by Optegra's AMD and Cataract Consultant, Mr. Sajjad Mahmood.

These sessions regularly attracted hundreds of participants, reflecting our ongoing commitment to providing the community with high-quality, engaging, and accessible CPD experiences.

Demonstrating our bespoke approach, in 2025/26 we provided the following CPD events:

66 face-to-face sessions, attended by 889 optometrists

5,697 optometrists attended 13 webinars

25 individual shadowing days offering 10 CPD points

100 two bespoke corporate CPD days attended by 100 delegates (symposium) and 82 at Valli Opticians Annual Conference

Going forward, we remain dedicated to fostering a vibrant learning environment ensuring that all colleagues, whether in hospitals or community settings, are equipped with the skills, confidence and knowledge to deliver exemplary patient care.

“ ”

I visited Optegra Eye Clinic Leicester, where I had the privilege of attending some cataract surgeries under the supervision of Ms Magdalena Edington. I am grateful to have been observing such an intricate procedure performed skilfully and thank all the staff for their open and welcoming nature. I was shocked at how the procedure involved use of all four limbs and how precise the procedure had to be, as well as the equipment that could be used, such as the Malyugin ring.

Witnessing how grateful patients are and listening to the high level of patient satisfaction from the ophthalmologist's past surgeries has reinforced how phenomenal it would be to choose this career and has made me want to research this as a future career opportunity. It was a valuable and educational experience.

Joell Rosil





3.8 Engagement with primary care optometry

Optegra recognises the importance of effective engagement with primary care referrers to support high-quality, patient-centred care. Throughout 2025-2026, this has remained a key priority, ensuring appropriate referral management and a consistent patient experience from initial referral through to treatment.

Our national team of field-based Account Development Managers is in place to support engagement with primary care optometry providers. The team works collaboratively with optometry professionals across the UK to facilitate access to NHS referral pathways and promote timely, appropriate referrals into Optegra services and/or local Single Points of Access.

Regular engagement is undertaken with optometrists, dispensing opticians, practice directors and optical business owners. These interactions are used to communicate current referral protocols, indicative waiting times, clinical outcomes and available treatment options, including both NHS and private services. Information regarding drop-free surgery pathways is also shared to support patient choice conversations.

We also work closely with General Practitioners (GPs), who play an important role within the wider primary care pathway. Communication is maintained as required to support appropriate referrals and ensure continuity of care for patients.

Optegra also supports the ongoing professional development of the optometry community. In 2025, a total of 106 Continuing Professional Development (CPD) events were delivered across the UK, with a number hosted at Optegra hospital sites. These sessions were delivered through a multidisciplinary approach involving Account Development Managers, Optegra surgeons, hospital-based optometrists and clinic managers.

In addition, CPD events were delivered in partnership with several large UK optical groups, extending the accessibility of training opportunities. These activities contribute to maintaining clinical standards within the community and support referrers in meeting their professional development requirements.

Overall, these engagement and education initiatives form part of Optegra's approach to maintaining effective working relationships with primary care referrers and supporting safe, effective and timely patient care.

Part 4

Review of priorities set for 2025/26

| | | | |
|---------|---|---------|---|
| We said | To extend our NHS glaucoma treatment – including sites such as Manchester, Bradford, Hampshire, Central London, Nottingham and Birmingham. | We said | To expand Iris (AI) to the full patient journey and integrate with the patient portal and digital platforms. Also expand multilingual and accessibility features. |
| We did | To date we have launched our NHS glaucoma treatment in additional hospitals, in Manchester, Bradford and North London. | We did | We have enhanced Iris to improve the patient experience. Through our First Eye Post Operative (FEPO) follow-up feature, Iris will ask questions about the post-operative journey and will triage patients back to the appropriate care team. Our multilingual feature will be introduced to better meet the needs of our diverse patient demographics. |
| We said | To launch and secure insourcing contracts that enhance capacity, support the NHS workforce and help reduce patients' waiting times for ophthalmic treatment. | We said | To strengthen information governance frameworks, target full Cyber Essentials Plus accreditation and fully align with NHS Digital interoperability standards. |
| We did | We have secured a place on the following frameworks, enabling the NHS to purchase and invite us to opportunities: <ul style="list-style-type: none"> Shared Business Service Framework (England) Health Trust Europe NHS Workforce Alliance London Procurement Partners Supplementary Clinical & Healthcare Services NHS Scotland Framework NHS Welsh Frameworks Countess of Chester Framework (open) We have submitted several bids, primarily focused on cataract and glaucoma support, and are currently awaiting outcomes | We did | We successfully achieved Cyber Essentials Plus accreditation, and continued alignment with all NHS digital interoperability standards. |
| We said | To further innovate our NHS cataract pathway to improve the patient experience and clinical outcomes. | We said | To incorporate wider sources of information into the PSIRF process to inform quality improvement and take a view on patient safety partners. |
| We did | We now offer all suitable patients drop-free surgery as part of our NHS cataract pathway across all our sites, providing greater outcomes and improved and convenient patient experience. | We did | We successfully incorporated wider sources of information into PSIRF processes through integration of complaints with PSIRF and more timely and enhanced patient, staff and family involvement in incident investigations. Now these foundations have been laid we will continue to develop this with a review of how we can integrate the patient safety partner role into our governance processes. |
| We said | To further expand our resident doctor training by increasing the number of training sites and trainees, and by enhancing our programme to include wet lab and didactic training features. | We said | To support professional development within Optegra with a new managers induction programme, a new mentoring scheme and re-launch of our Future Leaders programme. |
| We did | We have increased the number of sites offering resident doctor training and our training is also enhanced to include didactic training and a wet lab element. | We did | 10 colleagues have been selected on the Future Leaders programme, which includes mentoring with the UK Leadership Team. In addition, a new managers' induction toolkit was established with all the policies and checklists needed for them to be set up for success. |
| | | We said | To increase our research collaborations with industry and academia, and host an International Optegra Clinical Symposium open to clinicians from the UK and overseas. |
| | | We did | We have increased our research collaborations with both industry and academia and hosted a successful Optegra Clinical Symposium which was open to clinicians from the UK and overseas. |

Priorities for 2026/27

Looking ahead to 2026/2027, Optegra commits to the following priorities:

- 1** To proactively engage with commissioning bodies to challenge practices that may delay treatment, and work collaboratively to establish agreed pathways that prioritise patients' clinical needs and timely access to care.
- 2** To further develop our AI offering by responding to patients' high demand for surgical rescheduling, Iris will enhance inbound appointment confirmation and rescheduling capabilities.
- 3** To advance our AI platform towards full integration with core NHS systems, enabling seamless data flow while introducing predictive analytics and scalable capabilities to support proactive, population level care.
- 4** To secure insourcing contracts primarily focused on cataract and glaucoma support.
- 5** To continue to strengthen company-wide national learning as part of the Optegra Clinical Governance strategy for across all arms of clinical governance.
- 6** To ensure that the continuous cycle of learning and improvement continues with the rolling internal inspection programme, formalised lines of feedback to the education team and further advancements in the application of PSIRF.
- 7** To provide NHS patients with more choice in their treatment plan by launching Right to Sight to include both cataract and YAG procedures.
- 8** To develop new opportunities and innovations for patients through latest technologies and services in partnership with EssilorLuxottica.



6.1 Commissioner statement – NHS West Yorkshire ICB

On behalf of NHS Bradford District and Craven Health and Care Partnership West Yorkshire Integrated Care Board (WYICB), I welcome the opportunity to provide feedback to the Optegra Eye Hospital on its 2025/2026 Quality Report. The Quality Account has been shared with key members across the Bradford District and Craven Health and Care Partnership (BDCHCP).

We are pleased to see Optegra's continued commitment to supporting the NHS in delivering high quality ophthalmic care, particularly during a year of changing NHS commissioning arrangements and the continued pressure on elective care pathways. The report demonstrated Optegra's ongoing focus on patient access, clinical outcomes and service improvement across NHS cataract, YAG, glaucoma and wet Age-related Macular Degeneration (AMD) services.

We welcome the scale of activity delivered during 2025/2026, including almost 40,000 NHS cataract procedures, more than 3,000 YAG treatments, almost 12,000 AMD injections and over 1,000 glaucoma patients treated. It is encouraging to see strong clinical outcomes reported, including cataract operative complication rates and visual outcomes comparing positively with national benchmarks, alongside continued monitoring of infection rates and patient safety indicators. We commend Optegra's roll out of drop-free surgery for NHS cataract patients. This innovation appears to offer clear benefits for patients, reducing the burden of post-operative eye drops while maintaining, and in some areas improving, clinical outcomes. The reported treatment of over 17,000 eyes through this pathway alongside reductions in cystoid macular oedema and intraocular pressure rates compared with the standard drop regime is a notable development in patient centered care.

It is particularly encouraging to see Optegra's continued commitment to transparent incident reporting, learning through the Patient Safety Incident Response Framework (PSIRF), and the strengthening of

internal governance arrangements. To further support assurance and shared learning, we would welcome additional clarity in future reports on how NHS clinical and quality oversight is embedded within Optegra's governance structures, including commissioner oversight of patient safety incidents, safeguarding arrangements, clinical audit, contract monitoring, shared escalation pathways and learning from complaints. This would help demonstrate how internal governance processes align with NHS assurance requirements and support continued partnership working across patient safety, safeguarding and quality improvement.

To support the embedding of an open culture we are keen to see further details on safeguarding incidents in this forthcoming year. The introduction of the Clinical Review Programme policy, the development of a central repository for inspection action plans and the establishment of the weekly Quality Improvement and Learning Team panel demonstrate a maturing approach to governance, assurance and shared learning.

We commend Optegra's proactive stance on workforce development, education and training. The expansion of the resident doctor training programme, with 25 residents training across six hospitals, and the delivery of over 100 CPD events for optometrists and healthcare professionals represent important contributions to building ophthalmic capacity across the wider health and care system. The continued focus on staff development, future leaders, equality and diversity, freedom to speak up and mental health first aid is also welcomed.

Patient experience remains a key strength within the quality report. We note the high levels of patient satisfaction, including 99% of patients rating their experience as 'good' or 'very good' through the NHS Friends and Family Test, alongside strong Trustpilot and Net Promoter Score results. It is positive to see patient reported outcome measures being used to evaluate the impact of cataract surgery on daily life and visual function.

Looking ahead, we support the 2026/2027 priorities outlined in the report, particularly the focus on working

collaboratively with commissioning bodies to support timely access to care, further development of Artificial Intelligence (AI) and digital integration with NHS systems, strengthening national learning through clinical governance and continuing to develop new technologies and services in partnership with EssilorLuxottica.

It is welcoming to see the current Care Quality Commission (CQC) inspection profile has a rating of 'Good' across inspected NHS sites.

I would like to thank you and your staff for the achievements made in 2025/2026. The Optegra Eye Hospital Quality Account for 2025/2026 is an excellent demonstration of your ongoing commitment to continuously improve the quality and safety of patient focused care.

Finally, I am required to confirm that NHS Bradford District and Craven Health and Care Partnership West Yorkshire Integrated Care Board (WYICB), have reviewed the Quality Account and believe that the information published provides a fair and accurate representation of Optegra's quality initiatives and activities over the last year.

Yours sincerely



Matt Sandford
Director of Partnership and Place
Deputy Accountable Officer BDC ICB



6.2 Commissioner statement – NHS Surrey and Sussex Integrated Care Board (ICB)

NHS Surrey and Sussex Integrated Care Board (ICB) welcomes the opportunity to comment on Optegra's Quality Account for 2025/26. We recognise the role Optegra plays in supporting elective recovery, within ophthalmology services, and its contribution to improving access to treatment across the system.

Overall, the ICB considers the report to provide a clear overview of activity, clinical outcomes and service developments. The Quality Account reflects a commitment to maintaining high standards of care, supported by established governance structures, outcomes monitoring, and continued service innovation.

Areas of Notable Achievement

Clinical outcomes and effectiveness

We note the consistently strong clinical outcomes reported, with performance benchmarked favourably against national standards. This includes high rates of complication-free cataract surgery and positive visual outcomes, demonstrating a consistent focus on delivering safe and effective care.

Patient experience

We welcome the high levels of patient satisfaction reported, including positive Friends and Family Test results and strong patient-reported outcomes, reflecting a positive patient-centred approach to care.

Innovation and service development

We recognise Optegra's continued investment in digital and AI-enabled pathways, supporting improved access, streamlined patient journeys and improved efficiency across services. The development of innovative approaches, such as drop-free cataract surgery, is a notable example of this.

Governance and safety

The report demonstrates a structured approach to clinical governance, including audit activity, incident reporting and learning processes. The use of centralised systems and multidisciplinary oversight supports continuous improvement and patient safety.

Areas Where Further Assurance Would Be Welcomed

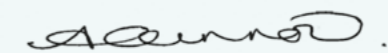
For 2026/27, the ICB would welcome further clarity in the following areas:

- System integration: More detail on how Optegra works with local NHS partners within Surrey and Sussex to support integrated patient pathways.
- Performance reporting: Improved alignment of reporting metrics with NHS standards (where possible) to support clearer comparison.
- Workforce and sustainability: Continued focus on workforce engagement, capacity and long-term service sustainability.

Conclusion

NHS Surrey and Sussex ICB would like to thank Optegra for its Quality Account and recognise the contribution the service makes to improving access to ophthalmology services.

We welcome the organisation's ongoing focus on quality, safety and innovation, and look forward to continuing to work in partnership to support high-quality, integrated care for patients across Surrey and Sussex during 2026/27.



Allison Cannon, Chief Nursing Officer
NHS Surrey and Sussex Integrated Care Board

6.3 Commissioner statement – Leicester, Leicestershire and Rutland ICB

LLR ICB welcome Optegra's Quality Account for 2025–26 and thank them for the opportunity to comment. The account provides assurance that Optegra remains a mature, well-regulated provider with a strong national reputation for delivering safe and effective ophthalmic care.

We note that their LLR service reflects this wider organisational strength. Clinical pathways are robust, outcomes remain consistently good, and their approach to quality is disciplined and well assured. Locally, they engage positively with our oversight processes, provide clear and timely information, and respond constructively to any queries or areas for improvement.

We also value their willingness to share learning from across their wider organisation, which has supported local assurance and contributed to continuous improvement within the LLR system. Their stability and professionalism continue to bring confidence to the population we serve.

On this basis, LLR ICB are assured that Optegra continues to deliver services within an appropriate quality and governance framework. We look forward to ongoing collaboration to ensure that the high standards evident across their services are sustained for the people of Leicester, Leicestershire and Rutland.



Maria Laffan
Chief Nursing Officer LLR ICB





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