



Optegra Quality Report 2023/24



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Welcome to Optegra from Optegra CEO, Dr Peter Byloos



Optegra Eye Health Care was established in 2007 with its first full specialist eye hospital opening in Surrey. Since then, we are proud to now operate 13 state-of-the-art hospitals and dedicated NHS clinics across the UK.

As well as several further clinic openings planned for the coming year, we are so pleased to be working closely with the NHS, to provide the support and infrastructure which allows more patients to be treated more quickly.

Excellent outcomes and exceptional, compassionate care are the blueprint of our work and we invest heavily in training, facilities and technologies to ensure this. We perform regular, thorough reviews of all our work and outcomes.

We are also proud to support colleagues across the broader ophthalmic industry – with CPD events, webinars and symposiums to share latest training and treatment advances. We have also this year launched a training initiative to support NHS junior doctors.

Beyond the NHS, Optegra provides a spectrum of vision correction treatments, from both traditional and the latest laser eye surgery options to refractive lens exchange and implantable contact lenses. We have also invested in a first ever treatment for dry Age-Related Macular Degeneration which has been very well received and regarded as life-changing for our patients.

These treatments are provided by leading ophthalmic consultant surgeons across the UK, all of whom are amongst the most respected in their fields. Each surgeon is a Fellow of the Royal College of Ophthalmologists (RCO) and on the GMC Specialist Register for Ophthalmology.

Our clinical team is growing as we extend our presence in the UK, and we have expanded our UK Leadership Team in order to provide full support to all our colleagues to remain successful, efficient and to ensure that patients always come first.

We are also proud to be investing in artificial intelligence to support our patients 24/7, at their convenience; and we celebrate and share our innovations as best practice across our international business.

Outside of the UK, Optegra continues to have a strong presence in Europe – with clinics in the Czech Republic, Poland and Slovakia. This means that in total, we have to date completed over one million eye procedures from our 39 eye hospitals in over 60 locations.

Optegra Eye Sciences

Optegra is in a unique position across independent ophthalmic providers of having its own research and development division.

Optegra Eye Sciences has, for the past 15 years, collaborated with industry and academia to research latest eye health innovations. This includes varied studies from dry eye, cataract and refractive surgery innovations and treatments for macular degeneration to prevent blindness. An exciting new collaboration with academics at Manchester University is in AI applications in clinical decision-making.

It is also responsible for analysing and reviewing all outcomes data within the hospital group; and has developed CPD events to share its vast knowledge with colleagues across the industry.

Optegra Eye Sciences is led by optometrist Professor Clare O'Donnell. Along with ophthalmic consultant surgeon colleagues, she also presents at prestigious UK and international conferences – demonstrating that Optegra's knowledge and expertise is truly at the forefront of the industry.

This knowledge feeds through to all clinical teams, ultimately for the benefit of Optegra patients.

Dr Peter Byloos
CEO, Optegra Eye Health Care

Optegra core values

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

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.



Our statement of purpose

“ ”
To be the most trusted eye care provider.



Optegra service overview 2023/24



Cataract



51,102

completed cataract surgeries



36,015

virtual pre-op assessments completed since our go live



30,995

post-operative care appointments delivered through accredited community optometrists



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



3,302

YAG laser treatments

Age-Related Macular Degeneration (AMD)



10,877

AMD injections administered

Statement of commitment from Optegra UK MD, Mat Pickering

In my first year as Managing Director of Optegra UK, I am proud to bring you this Quality Report and even more so, proud of the achievements my colleagues across the company have made over the past 12 months.

Having worked in various roles within Optegra for the past five years, I have witnessed immense growth. Not just in our physical presence – with the launch of six new dedicated NHS cataract clinics, and six more in the pipeline – but also the increased volume of patients, the growth in our clinical team, the increase in treatments we offer and the high volume of exceptional reviews from our patients.

The crucial response from all of this is that we can treat more patients – both NHS and private – than ever before. And our priority is maintaining our excellent standards. We have refined our patient pathway to deliver high quality surgery to a high volume of patients.

The growth we have secured has been exceptional – from treating 3,000 NHS cataract patients a year pre-Covid, to 35,000 in 2022/23 and now, in 2023-2024, we have treated more NHS cataract patients than ever before – over 51,000.

In addition, we have provided 10,877 treatments for NHS AMD patients.

We have also upskilled our optometrists to provide YAG laser procedures for those who need it. Many also have their Independent Prescribing qualification and provide a crucial role in our optometry-led patient pathways.

Training is essential to all our colleagues, but also to those outside Optegra. Therefore we have welcomed our first Junior Doctor to gain essential experience in high volume cataract surgery, as well as appointing our first Fellow to train in vision correction surgery alongside some of our most established consultant surgeons.

Our CPD training programme has also grown to record levels, with 57 events this year including face-to-face sessions from all our hospitals and clinics. This means

we have engaged with 1,289 optometrists in person and 8,400 through our webinars. To connect with such a broad network of community optometrists is a real achievement.

In the past year we held our first ever all-company conference and it was striking to see so many hundreds of colleagues come together to celebrate recent achievements. Highlights included recognition that:

- Optegra performed over 140,000 surgeries in 2023
- We employ a record 958 staff globally, with 450 appointments expected next year
- 90% of patients would recommend Optegra to family and friends
- 88% of colleagues would recommend Optegra as a place to work
- Staff acknowledge improvements in all categories such as engagement, leadership, process and structure

We look forward to the year ahead, where our priorities will vary from using AI to drive efficiency for both Optegra and our patients, expanding our NHS Junior Doctor programme, to launching Electronic Data Protection Audits and enhancing “Skills for Health”. Please see full priorities on page 27 of this report.

This 2023/2024 report will share detail on our quality performance, 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.



Mat Pickering

Statement by Optegra UK Medical Director, ophthalmic consultant Mr Amir Hamid, and Optegra NHS Lead Consultant Mr Javad Moayed

The past year has been our busiest, supporting more NHS patients than ever before. This great achievement is thanks to our investment in infrastructure – with three further NHS clinics, so six in total – which purely offer NHS cataract treatment.

As a specialist eye healthcare provider, 100% of our investment budget goes into the latest equipment and facilities. We also invest in superior Johnson & Johnson intraocular lenses for all our NHS patients, to help provide excellent outcomes.

Ophthalmology is the only specialty in the health service where post-Covid waiting lists have been considerably reduced, and we are proud to have played a part in that achievement.

We have also increased our investment in our training of clinical colleagues and relationships with ICBs.

As a result, we are pleased to report excellent clinical outcomes. Amongst our cataract patients, data shows 99.1% with no recorded operative complications and 94% of eyes achieved 6/12 or better.

For patients, we are making their experience more efficient and smoother than ever – including the launch of Open Eyes to provide a paperless experience, short Referral to Treatment (RTT) waits of just four-six weeks and working closely with community optoms to provide speedy follow-up care.

We look forward to further successes and achievements in the year ahead as we have plans for additional clinics, further treatment offerings and development of our patient pathway.



Mr Amir Hamid and Mr Javad Moayed



Our 2023/24 new locations

We highlighted in our 2022/23 report that a top priority for Optegra this year was to further expand our hospital network to benefit even more NHS patients in more geographical regions.

- Between April 2023 and March 2024 Optegra opened three new locations:
- Optegra Eye Clinic Brighton – April 2023
 - Optegra Eye Clinic York – September 2023
 - Optegra Eye Clinic Colchester – February 2024
- Further expansion is planned for 2024/25.

Optegra hospitals

Optegra Eye Health Care provides high quality NHS cataract surgery within 12 of its dedicated eye hospitals and clinics in England.

The 13th 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. 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 Head of Operations and Regional Head of Clinical Services, all working together to ensure a safe, caring and efficient pathway for patients.

We have a committed commercial team consisting of over 30 Service Promotion Executives who provide

vital links to the optometry community and GPs, to ensure they are fully informed on their patients’ position within our pathway, also with on-going training and development and provided with up-to-date information to support patients to make an informed decision on care.

Internationally Optegra runs 39 specialist eye clinics and hospitals.

NHS treatments provided per hospital:

Hospital/clinic	Cataract	YAG laser capsulotomy*	Age-Related Macular Degeneration
Birmingham	✓	✓	
Brighton	✓	✓	
Colchester	✓	✓	
Hampshire	✓	✓	
Maidstone	✓	✓	
Manchester	✓	✓	✓
Newcastle	✓	✓	
North London	✓	✓	
Surrey	✓	✓	
Uttoxeter	✓	✓	
York	✓	✓	
Yorkshire	✓	✓	✓

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



Review of our quality performance during 2023/24



3.1 Service quality and governance

Statement of quality assurance

Optegra is committed to providing the best possible care and experience to our patients. To enable this at a clinical level we run a thorough internal quality assurance programme, visiting our sites formally twice per year to conduct clinical inspections. This review supports the continuous improvement cycle and is followed with a formal report and agreed actions.

During 2023/24 compliance was high with an average score of 80% compliance to internal safety standards across all sites.

This high compliance is reflected through external review by the Care Quality Commission with all Optegra's inspected hospitals rated as good.

We will continue to strive to improve clinical quality through the internal inspection programme, working with our external partners and seeking feedback from the patients who use our services.



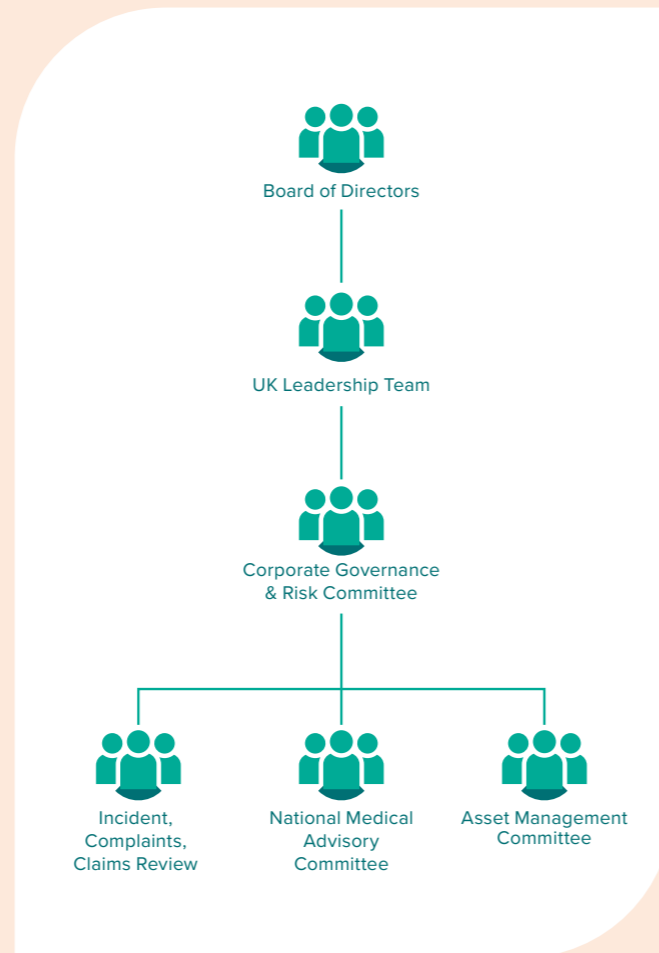
Governance structure

Optegra has an established governance structure which provides a framework for continuous improvement and excellence in clinical care.

A formal meeting structure ensures that we have an integrated approach to governance covering patient safety, clinical and non-clinical risk, information governance and finance.

This is managed through the Corporate Governance and Risk Committee which is the link between site operational delivery and the board of directors.

The National Medical Advisory Committee serves to support the medical view and provide advice and guidance from consultants to Optegra.



Systems for safety monitoring

Optegra operates a number of reliable clinical systems for safety monitoring which include:

- **RADAR.** Optegra uses 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 and best practice shared. This supports a culture of continuous improvement.
- **Private Healthcare Information Network (PHIN).** Optegra submits quarterly data on privately funded care to PHIN. This includes information on the number of admissions, friends and family data and data on adverse events.
- **Optegra reports serious incidents externally and all reported incidents are investigated.** Following a serious incident, Optegra encourages openness and transparency and works with Integrated Care Boards and/or the Care Quality Commission to support learning in the wider healthcare environment.
- **Independent Healthcare Private Network (IHPN).** Optegra is a member of the IHPN which enables networking and sharing of best practice.

Clinical audits

Clinical audits serve as a robust mechanism to assess whether Optegra adheres to established standards. The audits we undertake offer invaluable insights to Optegra as a service provider, highlighting areas of excellence and opportunities for enhancement within service delivery.

In January 2024, we embarked on a comprehensive evaluation of our clinical audit program. This review was a collaborative effort involving clinical team members, subject matter experts, and alignment with national guidelines. Additionally, we considered insights collected from the preceding year, including patient safety incidents, peer reviews, adjustments in patient pathways, and advancements in technology.

This fosters an ongoing culture of improvement and efficiency optimisation. Average compliance results are high but nevertheless clinical teams are expected to address areas of non-compliance. Results are:

Audit area	Optegra average compliance this year
Consent	99%
Environmental hygiene	99%
Hand hygiene	100%
Healthcare records	98%
Lens implant	98%
Medicines management	97%
Scrub procedures	99%
Surgical safety	99%
WHO huddle checklist	98%

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 medical record (EMR) system called Open Eyes.

Outcomes data is reported quarterly to the Optegra Board of Directors, Medical Advisory Committee, Governance Committee 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. Clinical outcomes are benchmarked to internationally agreed standards where possible.

Safeguarding

In line with our statutory responsibility Optegra trains all staff to identify people potentially at risk of harm and where a concern is identified, to take appropriate action.

During this period staff reported five safeguarding concerns which were reviewed by Optegra’s designated safeguarding lead and actioned locally. None of these cases warranted investigation by the relevant local safeguarding board.

Incidents

Optegra has a strong reporting culture and incidents are reported onto RADAR. 80% of all incidents reported were classified no or low harm incidents. The rate of reported incidents per 1000 bed days remains stable during this reporting period.

Serious incidents requiring investigation are reviewed biweekly at Optegra’s Incidents, Complaints, and Claims Committee and reported at board level. Serious incidents are also reported externally to the relevant Integrated Care Board and the Care Quality Commission.

During 2023/24 Optegra reported 17 serious incidents for patients funded by the NHS to the relevant Integrated Care Boards and of those, seven were endophthalmitis cases. All these cases were investigated and have been reviewed for commonality – nothing was found that would indicate a trend or theme which warranted change in protocols within Optegra. The endophthalmitis rate for 2023 was 0.02% (NOD benchmark 2023 0.02%) and Optegra continues to monitor endophthalmitis cases and benchmark rates against external data.

Patient safety incident response framework (PSIRF)

During 2023 one of Optegra’s priorities was to work towards the introduction of PSIRF. During this time we engaged with Greater Manchester Integrated Care Board and have successfully signed off our PSIRF plan, trained key personnel to level 2 in a systems approach to investigation and developed all the relevant documentation.

During 2024/25 PSIRF will be formally rolled out for incidents and serious complaint investigations.

Complaints

During 2023/24, 75 formal complaints were logged onto Optegra’s quality and risk management platform RADAR. This reduction in number from 123 in the previous 12-month period reflects Optegra’s efforts to manage concerns and complaints at the earliest opportunity without them reaching the formal complaint stage.

In total, 22 complaints were not resolved at stage 1 and moved to stage 2 of the complaints process, of which 10 were from NHS-funded patients. No complaints related to NHS-funded care escalated to the NHS Ombudsman.

Themes and learning from all complaints are shared with hospitals to improve complaint response quality.

During 24/25 Optegra intend to integrate our complaints process with PSIRF ensuring the key themes for PSIRF are extended to complaints as well as incidents. These themes include compassionate engagement for those affected, a systems-based approach to learning and proportionate responses and oversight.

Care Quality Commission

During this period Optegra has registered and opened three new NHS clinics as follows:

Location	Opening date
Brighton	April 2023
York	September 2023
Colchester	February 2024

Inspections

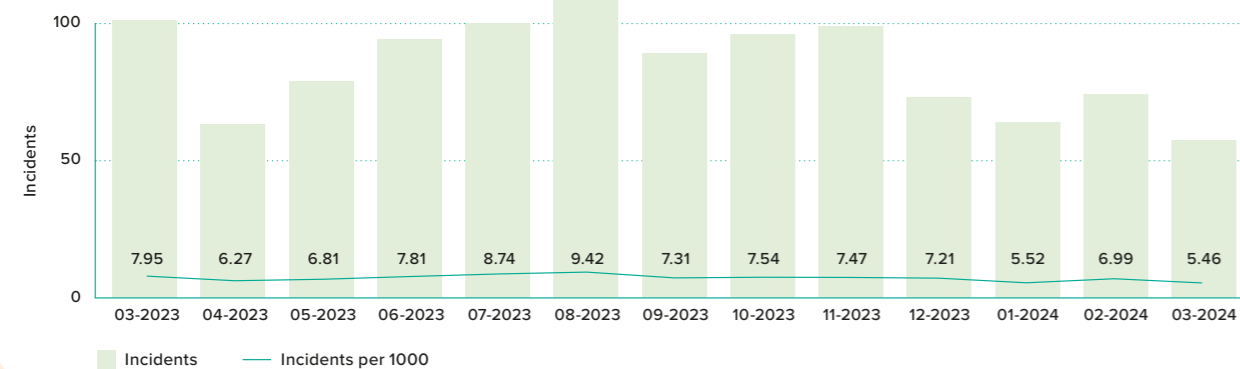
Optegra Eye Clinic Newcastle was inspected in March 2023 for the first time and received a good rating in all domains as follows.

	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 inspection status – all Optegra NHS sites

Hospital/Clinic	CQC Rating (inspection date)
Birmingham	Good (2017)
Bradford	Good (2021)
Hampshire	Good (2021)
Manchester	Good (2022)
Newcastle	Good (2023)
North London	Good (2023)
Surrey	Good (2017)
Maidstone	Registration complete
Uttoxeter	Registration complete
Brighton	Registration April 2023
York	Registration September 2023
Colchester	Registration complete

Incidents



3.2 Clinical outcomes

Our clinical outcomes data is captured as standard of care in our electronic medical record system (EMR) as described above. We submit our outcomes data for cataract and wet Age-Related Macular Degeneration (AMD) to the National Ophthalmology Database audit (NOD).

We use the NOD report for quality improvement by benchmarking our results to our historical data and to those of other providers to enable us to identify and act on any areas that may need improvement.

We have developed a new and bespoke clinical outcomes reporting system and outcomes dashboards to enhance our reporting of clinical and patient-reported outcomes across our sites and procedures.

Optegra Eye Sciences has also strengthened how outcomes data are disseminated and interpreted throughout the business. This includes the preparation of biweekly, monthly and quarterly reports which are reviewed with our teams and our newly formed clinical outcomes review committee.

Cataract surgery outcomes:

51,102 procedures were carried out

99.1% with no recorded operative complications (vs. NOD benchmark 98.2%)

Visual outcomes after cataract surgery:

94% of eyes achieved 6/12 or better (best measured), vs. NOD benchmark of 92% including cases with co-pathology

Refractive outcomes after cataract surgery:

93% of eyes within +/- 1D of predicted post-operative refraction (vs benchmark Gale et al 2009, 85%)

PCR rates:

0.26% unadjusted (vs. NOD benchmark 0.87%)

Infection rates:

0.01% Endophthalmitis (vs. latest NOD benchmark, 2023, 0.02%)

AMD surgery outcomes:

The focus of the 2023 National Ophthalmology Database Audit report for AMD relates to patients starting treatment for neovascular AMD in one or both eyes in the period 1 April 2021 to 31 March 2022 – as published in March 2024 (latest full set of data available).

In all, data for 294 patients (270 eyes) was included from Optegra Eye Hospital Manchester:

75 letters was the most common vision score one year after treatment, which is a good standard of vision and better than driving standard (vs. NOD benchmark for comparison 65 letters)

63% of Optegra-treated eyes could read 70 letters or more (close to driving standard) at one year (vs. NOD benchmark 39.1%). This compares to only 45% of eyes that could read 70 letters before treatment

87% of patients had the initial phase of treatment completed within 10 weeks (vs NOD benchmark 66%)

3.3 Patient outcomes

Safety culture

Optegra's core values support a positive safety culture, providing engagement and support to do the right thing. This includes:

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



As part of this, Optegra's Freedom to Speak Up policy encourages all staff to raise concerns in a safe and supportive environment and describes the process that staff follow.

Our Health & Safety Policy sets out the arrangements that Optegra has to address health, safety and welfare issues and details who is responsible for those issues.

Furthermore, Optegra has a patient on-call system supported by our nurses and optometrists to support safety amongst patients. Although it is a very rare occurrence, we can open our hospitals to assess and treat our patients out of hours as needed. We also provide emergency clinic appointments for patients who may need to be seen quickly.

Patient satisfaction

In 2023 we launched our patient portal where patients can easily check the time and date of forthcoming appointments, review letters and emails from Optegra; as well as reviewing completed feedback forms. We have since launched a collaborative project with community optometrists designed to streamline our patient reported outcomes processes for patient benefit. This data shows:

97% of 13,794 respondents rated their overall experience of our service as 'very good' or 'good'

99% of patients felt their consultant showed them understanding when assessing their need for treatment

99% of patients felt their consultant explained everything in a way that was easy to understand

94% of patients agreed their treatment was comfortable





Patient feedback

Feedback from our patients includes:

“Fantastic service from start to finish, thanks so much.”

“All the staff are absolutely brilliant.”

“I certainly won’t be scared to have my second eye done, I am looking forward to it!”

“The service and patient care was excellent.”

“The appointment was made quickly and efficiently, and the results were remarkable.”

Optegra Hampshire patient, Sandee Lewis, was seen for her consultation within just nine days of referral. She said:

“I couldn’t believe how quickly I was seen. The surgery was painless and not at all frightening, the experience far exceeded my expectations. I am thrilled with the results.”

Alan Turner’s cataracts had progressed to the point that he was advised not to drive. He was referred to Optegra Eye Clinic Newcastle. He said:

“I want to thank everyone at Optegra, the staff are all fantastic and have looked after me from the second I walked in to the second I left. What an amazing place.

“I am so happy – it has given me a huge lift and is the best thing I’ve ever done.”

Education and support for patients

Optegra provides a range of patient information booklets and materials on eye conditions and treatments, and we have expanded our website and information hub to include more details on our procedures, consultants, facilities, patient journey and patient testimonials.

We also run patient educational events where patients and their relatives are invited to attend our facilities to find out more.

Our Eye Sciences team and consultants regularly provide content on eye conditions to channels accessible to patients including popular social media platforms, newspapers, magazines, websites, radio and television. Recent topics include looking after your sight, cataract, macular degeneration, eyelid lumps and bumps, floaters, dry eye, ageing eye, menopause and eyes, patient choice and new treatment options for eye conditions including dry AMD.



Patient having Valeda Dry AMD treatment

3.4 Information governance

Information governance assessment

Optegra UK complies with the “Data Protection Law(s)” i.e. the UK General Data Protection Regulations ‘UK GDPR’, the Data Protection Act ‘DPA’ 2018, the Privacy and Electronic Communications (EC Directive) Regulations ‘PECR’ 2003 and any other Applicable UK Law relating to the processing, privacy or use of Personal Data. All Optegra UK sites are registered with the Information Commissioners Office ‘ICO’.

More details on our Privacy Policy can be found on our website www.optegra.com/about/privacy-policy-2/

New initiatives over the past 12 months include:

Launched ‘Open Eyes’

Technological innovation has become an integral aspect of our daily life, such as wearable information technology, virtual reality and the Internet of Things which have contributed to transforming healthcare business and operations.

This all enables patients to have a broader range of options, more mindful healthcare choices and to experience a new era of healthcare with a patient-centric culture.

A year ago, Optegra used 1.1m sheets of A4 paper in order to provide services to our patients, with the team spending 500 hours per week processing paperwork. In order to better support our teams, surgeons and patients in 2023, we have transformed into digital ways of working with the launch of the Open Eyes platform. This allowed us to tailor our pathways and support a paperless patient journey.

In summary the key benefits include:

- Paperless examinations
- Improved outcomes reporting with digital notes
- More sophisticated reporting of clinical information
- Increased patient safety
- Faster access to information at anytime, anywhere and in a secure way

Robotic Process Automation

To further support the NHS patient journey and gather information together from multiple systems, we have launched Robotic Process Automation ‘RPA’ technology. This allows us to access referrals from all our optometrists, triage our patients and instantly book their appointments.

Optegra partnered with a leading RPA software company to implement this digital workforce.

Clinical outcomes reporting

We have been working closely with clinical teams to enhance our clinical outcomes reporting, including improved quality of data for Posterior Capsular Rupture rate ‘PCR’ complications and Age-Related Macular Degeneration results. This ensures we have the right data for our clinical compliance and clinical audit commitments.

Electronic patient portal

To further support our patient journey, we launched an electronic patient portal in April 2023. This empowers patients by providing them with the means to quickly and easily access online information about their care as well as provide additional information about their medical history.

Patients can use the portal to, for example, check the details of their next appointment and review any correspondence they receive from Optegra.

Patients new to Optegra access the portal by signing up for it (on any device: computer, phone or tablet), via the “Log In” link on Optegra’s website. Patients then receive a text message (or can choose another verification method to receive information), containing a link, inviting them to sign up to the portal. However, this is not mandatory. Patients are also, as below, invited to register with Optegra and complete the Electronic Patient Registration Form.

Patients who are already signed up to the portal can sign in at any time, via their Facebook, Google or Microsoft accounts.

Electronic patient registration form

Launched in October 2023, this form is part of the electronic patient portal and allows Optegra to register patient details electronically, before their first visit to Optegra. For many of our patients, this is more time-effective than completing a paper registration form by hand at the reception desk of their Optegra hospital. However, the paper registration form is still available for patients who prefer it.

Artificial Intelligence (AI) in the Knowledge Transfer Partnership 'KTP'

Artificial Intelligence (AI) machine learning is predictive AI, in which a computer uses data and algorithms to enable AI to 'learn' in the way that humans do. The focus is on gradually improving the accuracy of the 'learning', to aim for a high(er) degree of accuracy in decision-making.

As mentioned, Optegra has secured funding for a partnership with Manchester University, under which Optegra will use AI machine learning in its clinical pathways. We expect this will provide substantial benefits for our patients (as the AI will 'learn' the characteristics in patients more likely to benefit from eyecare services). This will transform Optegra's ability to reach a greater number of patients and achieve higher numbers of successful outcomes in delivering eyecare services.

This project will involve the University supplying the machine learning software and Optegra supplying other resources such as a dedicated data scientist. The project is in very early stages and we will have further information in due course.



Clinical research

Optegra has several opportunities to progress clinical research projects with external companies. We view this as an exciting opportunity to showcase how our clinical research strategy can provide real benefits to patients and the ophthalmology research community.

These clinical research projects will also provide valuable real-world data, when used in conjunction with the patient feedback we already receive via our PROMS-based surveys.

The key touchpoint for collection of data for this clinical research, is the above electronic registration form which we are currently developing. When the registration form is complete, we will perform an exercise to ensure that we are:

- Collecting data from the correct patient registration form fields and depositing that data correctly into the records which will provide the source data for clinical research
- Collecting data for the various clinical research projects, potentially including data from different Optegra systems and varying sources

Data security and protection toolkit

The NHS Data Security and Protection Toolkit was submitted on 20 June 2023, with all mandatory and non-mandatory requirements being met.

Optegra is a 'well-led' organisation as it continually ensures all staff are aware of governance and data protection processes.

Information governance training

Information governance training continues to be a priority, as this helps Optegra improve its data protection compliance.

While we have used GDPR UK Essentials as a foundation for governance training in the past, we needed training to align data protection principles that colleagues could more easily apply to their day-to-day roles.

Therefore, our new Electronic Data Protection Audits launched in 2023, combining training and auditing. The audits are part of a wider suite of measures to help all Optegra sites improve their data protection compliance and the delivery of data protection training.

This will also include the launch of Data Protection Champions with responsibilities to support their sites.

The audits provide several other benefits, such as:

- The audit process is brief and should only take each colleague 30 minutes, plus up to 1.5 hours of targeted training
- Increased attendance during audits
- Help sites to improve their data protection compliance i.e. to achieve the correct handling of SARs; claims and data breaches

This solution is achieved using Microsoft Forms, making it easily accessible and allowing Optegra to obtain data to monitor the effectiveness and reach of the training.



Data protection audits

Audits occur twice a year for all Optegra hospitals and clinics. New clinics are also accommodated within the Data Protection Audit Framework, to ensure that assistance is given on information governance/data protection processes.

Apart from producing an audit report for Optegra leadership teams, the audits:

- Remind colleagues in clinical and admin teams of the information governance/data protection processes they should be following
- Ensure colleagues are accessing training
- Ensure colleagues receive information governance/data protection information appropriate to their needs

Cyber Essentials

At Optegra we outsource our technology activities and systems to key providers. These key providers have Cyber Essentials Plus accreditation, together with other accreditations such as ISO 27001.

Optegra continues to move towards our own Cyber Essentials accreditation, in which we will enlist the assistance of our new IT support partner (Air IT).

Information security

Considering Optegra's move to digital ways of working, and the importance of security within the infrastructure, we continue to implement industry best-practice solutions. This ensures security of the information such as strict password policy, multi-factor authentication on all domains/accounts and testing business continuity with a cyber security exercise.

3.5 Workforce

Staff training and development

Optegra is dedicated to ensuring every member of staff has the opportunity to engage in training and development programmes to fulfil their potential. A number of initiatives have been developed and launched to support this.

Performance Development Review (PDR) is a quarterly meeting between each employee and their manager, where they discuss how that individual can enhance and grow – both in the workplace with training opportunities but also personally. This formalised approach ensures that all employees are offered the same level of support and all training opportunities are discussed.

A new Training and Development Committee has been established which meets monthly to discuss and review employee needs, requests for training and opportunities to develop their career paths.

Optegra is continuing to upskill our clinical colleagues, so that many of our optometrists have now completed their Independent Prescribing qualifications. Also our optometrists can offer YAG laser treatments which means we can treat patients more quickly as they do not need to wait for surgeon appointments.



Equality and diversity

Optegra's diversity and inclusivity group, BeYou, is going from strength to strength, with new members joining and extensive events and communications throughout the year. Its purpose is to ensure that all employees feel able and proud to be themselves at work.

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:

- Hosted a speaker event to celebrate International Women's Day, with quadruple amputee Dr Cor Hutton MBE, sharing her experience and how she overcame adversity
- Marked Black History Month with personal experiences shared by colleagues.
- Supported Pride Month in June with colleagues representing Optegra at the London Pride Parade
- Spotlighted Ramadan, Diwali, Eid, Passover, Hanukkah, Christmas, Easter, Mental Health Awareness Week, International Men's Day, Parent Mental Health Day and Invisible Disabilities, with information and staff stories

Freedom to Speak Up

Optegra has further extended its Freedom to Speak Up (FTSU) Network and now has three overall guardians for the initiative, as well as at least one champion in every hospital and for our business support function. This means that all employees have the opportunity to speak out and gain support on any issues.

We have also launched our first Freedom to Speak Up surgery session, with all the guardians available for colleagues to approach with any concerns.

Mental Health First Aiders

To ensure all staff feel supported in all aspects of their wellbeing, Optegra has launched its Mental Health First Aiders (MHFA) campaign, so that trained representatives are available to support any individual with mental health concerns or emotional distress.

All established hospitals have a Mental Health First Aider on site. They can provide advice, a listening ear and also signpost staff to further support as required.



3.6 Education and training for healthcare professionals

Education and support

Our Eye Sciences Team develops a number of accredited educational programmes for healthcare professionals including technicians, nurses, optometrists and doctors. Our programmes comprise face-to-face as well as interactive online events.

We offer six-monthly placement opportunities for trainee optometrists from the University of Manchester's prestigious MSc in Optometry Programme, and we are delighted that a number of these colleagues have elected to apply for employment at Optegra following the successful completion of their course.

Optegra's optometrist advisory panel met for its annual away day at Aston University. This key event provides our optometrists a chance to discuss important topics including new ways of working, opportunities to further develop our patient pathways, and clinical and patient-reported outcomes data.

Crucially the meeting allows colleagues to be informed about emerging technologies and the latest research in ophthalmology to ensure we are well placed to translate this to our patients.



Optegra Eye Sciences: optometry away day

In addition, we recently held a Professional Development Day for all Optegra's Healthcare Technicians. The event featured lectures and workshops on a range of subjects including ocular anatomy and disease, treatment options, OCT, topography, tonometry and biometry. A key benefit of the day was the opportunity for attendees to interact with peers and multidisciplinary colleagues as well as industry experts.



Optegra hosts Professional Development Day for HCTs

Furthermore, Optegra Eye Sciences delivered a multidisciplinary scientific Symposium at the Royal Society of Medicine in London. The event, in partnership with Zeiss Academy, attracted internationally renowned keynote speakers who updated on the latest technologies in cataract and refractive surgery.

The well-attended Symposium provided numerous opportunities for discussion and collaboration between peers. In addition, an expert panel facilitated lecture sessions and a number of interactive workshops.

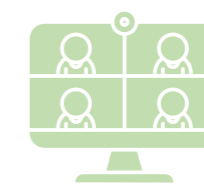


Optegra Eye Sciences and Zeiss Academy host Symposium



1,289

optometrists attended our face-to-face events and secured three CPD points



8,400

optometrists attended our webinars and gained one CPD point

Research

Optegra continues to share research findings and the audits of our outcomes data with the wider professional and scientific community. Last year our work was shared at international congresses, educational and industry meetings including ESCRS, UKISCRS, BSRS and 100% Ophthalmology.

Junior doctors in training

This year Optegra has welcomed its first NHS Junior Doctor to train with us in high volume cataract surgery.

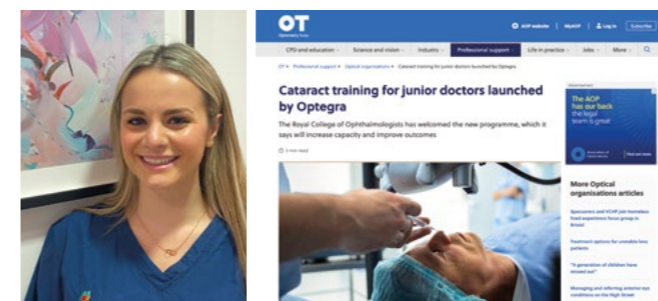
This collaboration with the NHS is in support of the Royal College of Ophthalmologists' statement that the independent sector is in an excellent position to support the final years of surgical training.

Our first junior doctor joined Optegra Eye Hospital Surrey in November 2023, and we welcome our second junior doctor in April 2024.

We have capacity to welcome junior doctors at a number of sites and encourage applications.

To support this initiative, we have appointed one of our surgeons as NHS Training Lead, to oversee all collaborations and to ensure a safe and effective environment for trainee doctors to continue their Ophthalmic Specialist Training.

The delivery of training outside of a Trust or Teaching Hospital setting presents its own challenges, and the safety and care of our patients remains our highest priority, whilst ensuring an effective and valuable learning environment for the trainee.



Optegra welcomes NHS Junior Doctors to train in cataract surgery

Continuing Professional Development (CPD)

Over the past year, we have revolutionised our CPD events, aiming not just to meet but exceed our optometric communities' needs.

Our revamped approach offers diversified events covering a range of topics, and with an emphasis on collaboration, feedback, and accessibility.

As well as face-to-face educational events and monthly webinars, we have also introduced peer review sessions, and our first joint optometrist and GP webinar providing flexible learning opportunities.

In 2023/2024 we have provided:

- 57 CPD events for community optometrists, of which 45 were face-to-face, running from all our hospitals and clinics, and 12 were webinars
- Two of these were Super CPD events where we were able to offer 9 CPD points, in conjunction with the GOC

Our webinar programme typically attracts hundreds of attendees and recent topics have included glaucoma, myopia, autism and eye healthcare, cataract surgery, emergency eyecare and referrals.

Our speakers include academics, doctors and internationally renowned experts in their fields. We review feedback after each event and use this to ensure our programmes remain tailored to and appropriate for our audiences.

Innovations include our online CPD hub for healthcare practitioners to access details about our activities and new regional CPD events which are tailored to meet the needs of individuals or larger groups of practices.



Optegra's successful CPD programme

3.7 Engagement with primary care optometry

A key priority for Optegra has always been our engagement with the optometry community. This engagement has once again been strong in 2023/2024 and has seen the relationships become even more robust. This has been achieved through our 30-strong nationwide field-based team of Optegra accounts managers.

The accounts managers are always out in community and on hand to help our colleagues gain access to our NHS pathway and ensure their patients get the best care in the most seamless and efficient way possible.

They meet regularly with optometrists, dispensing opticians, directors and optical practice owners to keep them updated on the NHS pathway at Optegra.

However, we wanted to give more back to our optometry colleagues so in 2023 the team committed to providing as many educational events as possible to aid community optometrists and dispensing opticians in completion of their continued progressive development. In the past year we have put on 57 such events across the UK, including some partnering with some of the largest optical chains nationwide, and there are still more to come.

“When I first went to Optegra I was amazed and impressed – it is so bright and immaculate, and everyone was so friendly and amazing. The operation was completely painless and so quick, it felt like just five minutes. I noticed the difference that very day. In fact, my vision has been getting clearer every day!”

Margaret Skeet, Optegra Brighton's 1000th patient.



Part 4

Review of priorities set for 2023/2024

We said

We did

Continuing our expansion plans to benefit even more patients in more geographical regions and help support the NHS with its continued recovery plans.



We launched three new NHS clinics, in Brighton, Colchester and York.

Getting even better at what we do and how we do it, including further pathway standardisation and development of our clinical and administration systems.



We have developed a bespoke clinical and patient-reported outcomes reporting system designed to work within our new Electronic Medical Record and patient administration system.

Further development and enhancements of our Patient Portal to strengthen the patient experience.



We have launched our bespoke Patient Reported Outcomes Measures (PROMs) reporting system and developed a series of automated reports.

Updating and improving our patients' clinical system. We will implement 'Open Eyes' in 2023 which will be tailored to our pathways and support a paperless patient journey.



Optegra Eye Sciences has worked with clinical teams, our IT project teams and developers to refine Open Eyes and its reporting capability for clinician and patient benefit.

Introducing Patient Safety Incident Response Framework (PSIRF) – Optegra is planning to introduce this framework and will engage with a lead ICB to progress.



We wrote the PSIRF plan which was signed off by Optegra's board, UK leadership team and the Lead Integrated Care Board.
We trained key personnel to Level 2 - a systems approach to learning from patient safety incidents.
We also developed all documents to support PSIRF investigations, developed training packages for all staff and devised a roll out plan.

Developing Medical Practitioners Assurance Framework (MPAF) – during 2023 Optegra will strengthen the existing processes to ensure all requirements set out in the MPAF document are met.



We developed and refined our clinical outcomes data – working with Eye Sciences we have strengthened how outcomes data are disseminated and interpreted throughout the business.
We planned and agreed a multi-disciplinary team project. This includes preparation of biweekly, monthly and quarterly reports which are reviewed with our teams and our newly formed clinical outcomes review committee.

Enhancing our training for primary and secondary care through further CPD events, webinars and the Doctors in Training programme.



More CPD events offered than ever before, and Junior Doctor training scheme launched.

Part 5

Priorities for 2024/2025

Looking ahead to 2024/2025, Optegra commits to a number of priorities:

1

To use AI to drive efficiency for both Optegra and our patients

2

To expand the NHS Junior Doctor programme

3

To further invest in facilities and equipment

4

To fully embed our patient feedback processes and increase the number of patients providing feedback across all our sites, through a collaborative PROMs project

5

To formally roll out a Patient Safety Incident Response Framework (PSIRF) across the business and extend the project to incorporate complaints

6

To launch our Electronic Data Protection Audits, with benefits to Optegra and our patients. We will prioritise the Electronic Patient Registration Form as this allows us to begin other activities including data collection for our clinical research projects

7

To implement a full learning management system to enhance the "Skills for Health" platform and ensure real time access to all employees' training records

8

To launch a new Rewards & Recognition scheme to recognise and award strong employee contributions





Part 6

Commissioners' statements

6.1 Commissioner statement from NHS Surrey Heartlands ICB

NHS Surrey Heartlands Integrated Care Board (ICB) welcomes the opportunity to comment on the Quality Account 2023/2024 for Optegra Eye Health Care in respect of the portfolio of NHS services commissioned from the group.

The ICB is satisfied that the document gives an accurate account and analysis of the quality of services provided and that the Quality Account has been developed in line with the national requirements.

The ICB commends Optegra Eye Health Care on many areas of achievement in 2023/24. In particular:

- Collaboration with the NHS, with Optegra welcoming its first NHS Junior Doctor to train in high volume cataract surgery; supporting the final years of surgical training
- Strengthening how outcomes data is disseminated and interpreted throughout the organisation
- Streamlining patient reported outcomes processes with data, resulting in high percentages of patients reporting positive overall experience, explanation of procedure, and comfort during treatment
- Launching 'Open Eyes'; through digital transformation, patient journeys have become paperless which has resulted in improved outcomes reporting, more sophisticated digital reporting, increased patient safety and faster access to information, which is secure
- Robotic process automation (RPA) technology which has brought together multiple IT systems, allowing access to referrals, triage, and instant booking of appointments supporting NHS patient pathways
- Launching the electronic patient portal in April 2023, which has empowered patients to access information online quickly and easily, about their care

In 2024/25, we look forward to hearing how the priorities you have identified will enhance the quality and safety of services provided and further details of these. In particular:

- Expanding the NHS Junior Doctor programme
- Further investment in facilities and equipment
- Fully embedding patient feedback processes and increasing the number of patients providing feedback across all sites, through a collaborative PROMs project
- Launching a new Rewards & Recognition scheme to recognise and award strong employee contributions

In addition to the above we are keen to hear about the embedding of your Patient Safety Incident Response Framework (PSIRF) plan over the coming year including feedback from staff about using this new system-based approach, and from patients around compassionate engagement.

We would also be interested to hear about Optegra's infection prevention and control (IPC) measures including audits or projects focused on compliance and best practice, to ensure our patients receive safe, high-quality care.

Surrey Heartlands ICB would like to thank Optegra Eye Health Care for sharing your 2023/24 Quality Account with us and commend you for your achievements and successes over the previous year. We look forward to continuing to work in partnership with you in 2024/25.

Clare Stone
ICS Director of Multi-Professional Leadership
and Chief Nursing Officer
NHS Surrey Heartlands

6.2 Commissioner statement from Bradford District & Craven Health and Care Partnership, 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 feedback to Optegra on its 2023/2024 Quality Report. The Quality Account has been shared with key members across the Bradford and Craven Health and Care Partnership (BCHCP).

The report includes a review of last year's priorities which included:

- Continuing expansion plans and help support the NHS with its continued recovery plans and within wider geographical regions
- Pathway standardisation and further development of clinical and administration systems
- Development and enhancement of the Patient Portal to strengthen the patient experience
- Implementation of "Open Eyes" clinical system to support paperless paper journey
- Introduction of the Patient Safety Incident Response Framework (PSIRF)
- Developing Medical Practitioners Assurance Framework
- Enhancing training for primary and secondary care

Specific key achievements during the year include:

- Three new locations have been opened - Optegra Eye Clinic Brighton, Optegra Eye Clinic York and Optegra Eye Clinic Colchester
- There has been an increase in treating NHS referred people for cataract treatment
- A short Referral to Treatment wait of just four-six weeks
- The launch of Open Eyes to provide a paperless experience
- The launch of a bespoke Patient Reported Outcomes Measures
- The launch of an electronic patient portal and an electronic patient registration form
- A Patient Safety Incident Response Plan has been developed in line with PSIRF
- Development of a new and bespoke clinical outcomes reporting system and outcomes dashboards to enhance reporting of clinical and patient-reported outcomes
- Launch of a Junior Doctor training scheme

Additional key achievements include:

- Launch of electronic data protection audits designed to improve data protection compliance and the delivery of data protection training
- The launch of a Mental Health First Aiders campaign

Key priorities for 2024 to 2025:

- To use AI to drive efficiency for both Optegra and patients
- To expand the NHS Junior Doctor programme
- To further invest in facilities and equipment
- To fully embed patient feedback processes and increase the number of patients providing feedback across all sites
- To launch Electronic Data Protection Audits and prioritise the Electronic

Patient Registration Form

- To implement a full learning management system to enhance the "Skills for Health" platform and ensure real time access to all employees' training records
- To launch a new Rewards & Recognition scheme to recognise and award strong employee contributions



It is welcoming that Optegra continues to focus on patient satisfaction and patient feedback. I note the reduction in formal complaints from the previous 12-month period.

I note that Optegra has further extended its Freedom to Speak Up network and has three overall guardians for the initiative, as well as at least one champion in every hospital.

It is welcoming that the current Care Quality Commission (CQC) inspection maintains the overall rating of 'Good' across all CQC domains.

I would like to thank you and your staff for the achievements made in 2023/24. The Optegra Eye Health Care Quality Account for 2023 to 2024 is an excellent demonstration of your on-going commitment to continuously improve the quality and safety of patient focused care.

Finally, I am required to confirm that NHS Bradford Districts and Craven Health Care Partnership has 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

Nancy O'Neill
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Bradford District Health and Care Partnership



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