



Newmedica Quality Report 2022-23



Contents

 About Newmedica	4	 Supporting the NHS	18
 Managing Director's statement on quality	6	 Part of the health community	21
 Newmedica in numbers	8	 Regulatory compliance	29
 Our 2022/23 achievements	10	 How we keep information safe	31
 Our 2022/23 launches	12	 Quality performance and patient feedback	32
 Our approach to continuous improvement	14	 Our people plan	38
		 Our sustainability commitment	48
		 Update on our priorities for 2022/23	50
		 Our priorities for 2023/24	60





1. About Newmedica

Established in 2007, we are one of the leading independent providers of ophthalmology services in England.

Our vision is to change people's lives through better sight and eye health.

We provide both NHS- and privately-funded ophthalmology services. Our patients are at the heart of everything we do, and they receive the highest possible standards of individual care while with us.

For the NHS, we're contracted by integrated care systems and NHS Trusts while, for private patients, we're recognised by all major PMI companies and serve self-funded patients.



In 2022/23, we delivered 235,740 patient interactions, including outpatient appointments, diagnostic testing and eye surgery – and 99% of our patients say they would recommend us to their family and friends.

Our delivery model brings ophthalmologists and managers together, providing consistency of care through local ownership for local patients. This model also brings a large substantive consultant base across the business, enabling us to be at the forefront of clinical delivery.

As of 31 March 2023, we're proud to operate 19 NHS contracts across 28 sites. We deliver care for patients in a mixed estate, from standalone eye hospitals to facilities where we work in partnership with other healthcare providers, delivering first-class eyecare close to where people live and work.

All our services are overseen by a national support office in London.



Our vision

Changing lives through better sight and eye health



What drives us

To make a positive difference to people's lives



What we promise

To use our expertise and compassion to help people feel special, reassured and cared for



2. Managing Director's statement on quality

I'm delighted to present the Newmedica Quality Report for 2022/23 and provide you with information regarding our quality performance throughout the year, as well as an update on our achievements.

Patient safety and quality standards remained high throughout a year of high growth. To support the NHS to see more patients, we opened seven new dedicated eye clinics, spread from Newcastle in the north to Plymouth in the south. Together with the expansion of our current services, this enabled us to provide care for 235,740 patients, a 68% increase compared with last year.

It's always a joy to read the handwritten thank you letters and cards from patients and read the NHS feedback review comments.

I'm proud that 99% of patients would recommend us to their friends and family.

However, it's even more reassuring that the Care Quality Commission (CQC) carried out five inspections across six sites and all were rated 'Good'. We also participated in the National Ophthalmology Database Audit. This is a valuable way to externally benchmark and assure ourselves, commissioners and patients, of outcomes and complication rates following cataract surgery by individual surgeons, and to drive continual improvement.

Based on data from 2022/23, our patients are three times less likely to have a complication versus the national average.

Given the growth of the business, we took the opportunity to review and revise our governance committee meetings. First, we created a quality improvement forum, with every partnership represented, to drive continuous development of care through learning opportunities, patient stories and external speakers. Second, we reviewed the risk, patient safety and quality reports from service to board level to ensure they remained fit for purpose.

Growing capacity is one thing, but we know that it's our people who really make the difference to patient safety and clinical quality.

I'm delighted that 23 consultant ophthalmologists joined as joint venture partners, 428 new staff started in our services, and by the end of the year our support office had also increased by 21%.

We're passionate about supporting colleagues throughout their careers and so we've invested significantly in our learning & development and people teams. Our scrub technician programme continued to thrive, with 17 candidates signed up to the programme – ensuring the safe future staffing levels for our theatres and a stronger career progression for non-qualified staff. Our focus on training hasn't been limited to clinical programmes. Our Aspire management development programme now has a waiting list due to its popularity and positive feedback. Schemes like this ensure the strength of our current and future leadership teams, while supporting our staff retention plan.

Our teams are also proud of our growing contribution to doctor and optometrist training. We've worked with several NHS Trusts and universities, providing a great experience for trainees and contributing to the education of ophthalmologists and over 100 optometrists of the future. We've also supported the ongoing professional development of optometrists in the community, delivering 44 accredited CPD (Continuing Professional Development) events through the year.

The year has also seen significant investment in infrastructure to ensure that as we grow, we can scale our access for patients. To support this, in the summer we implemented a new telephony system and in December we commenced implementation of a new electronic patient record system, piloting within our Suffolk service.

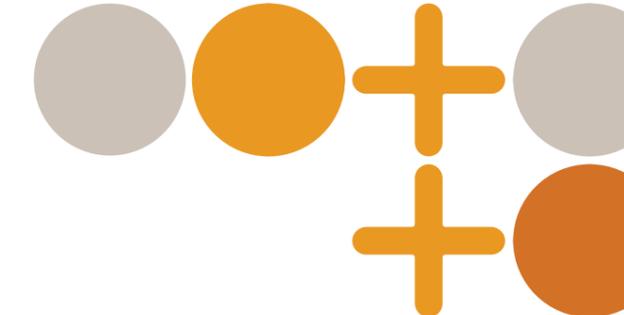
All the team at Newmedica are committed to ensuring high-quality patient-centred care is delivered to all our NHS and private patients at every point in their eyecare journey with us. I commend every colleague across our services and within our support office who've joined us to live our Newmedica values and our mission to change lives through better sight and eye health.

Accountability statement

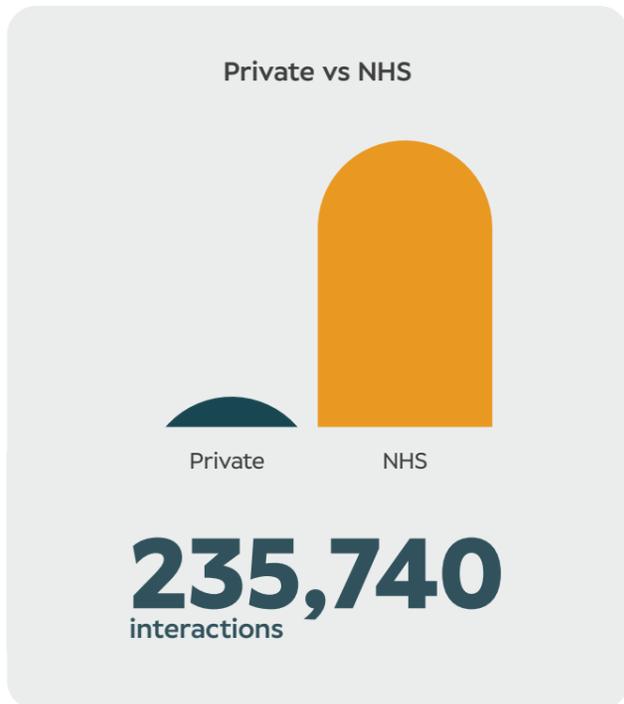
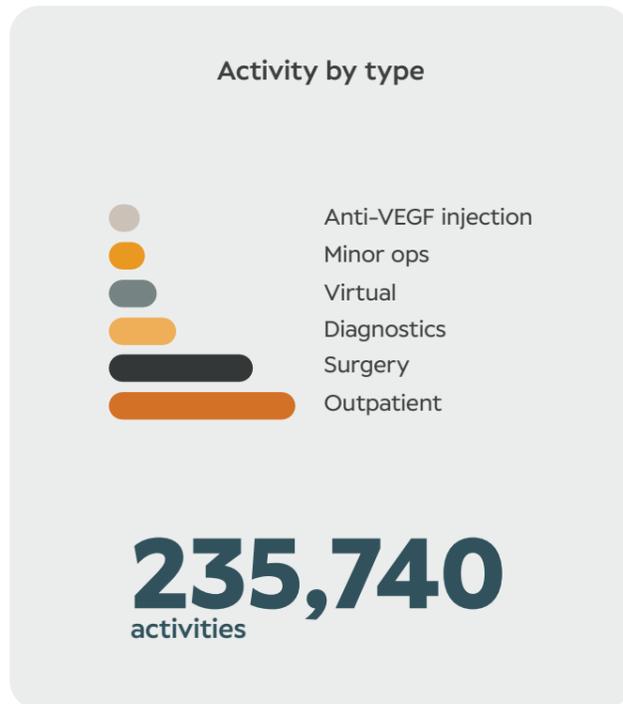
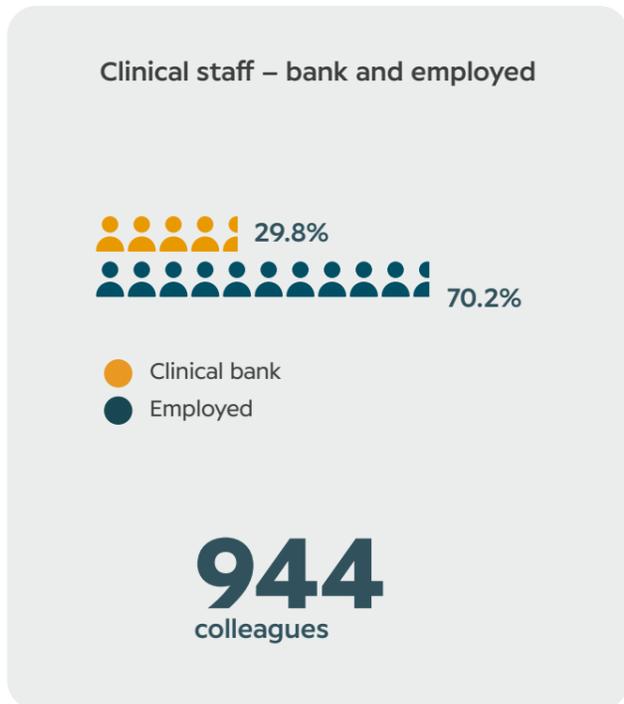
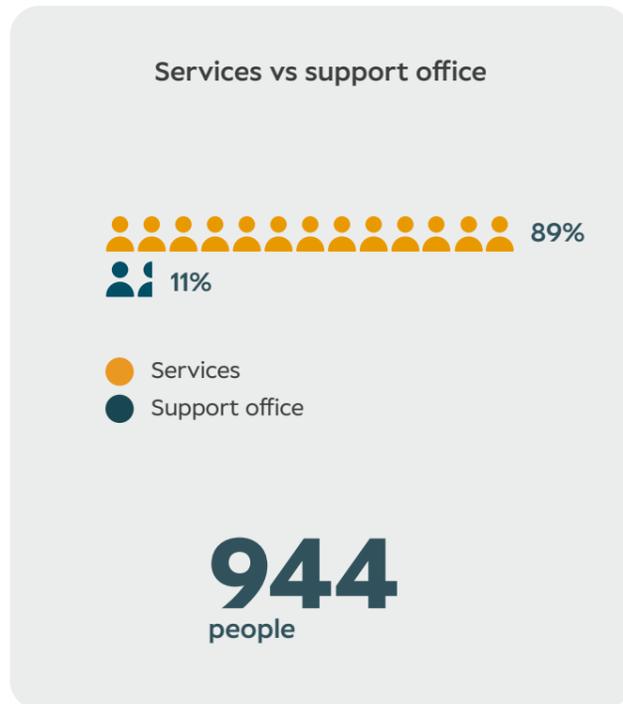
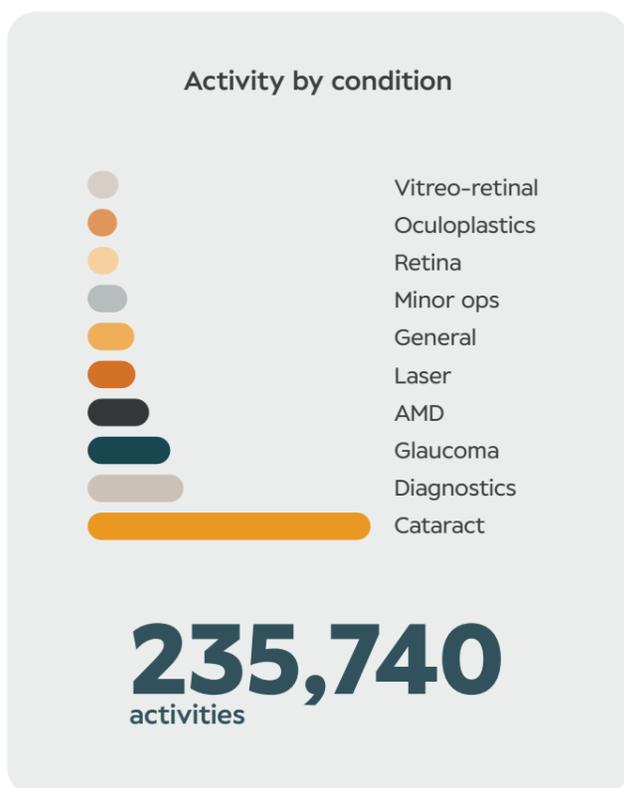
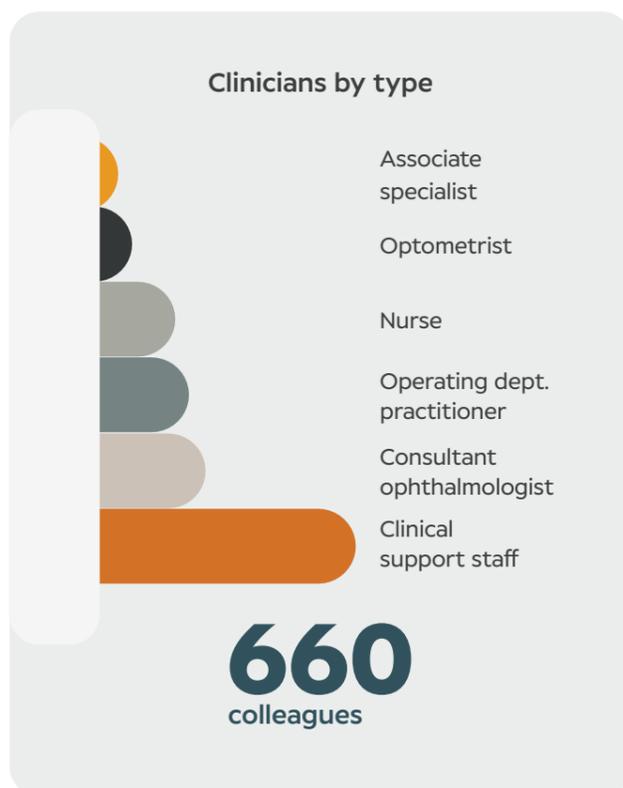
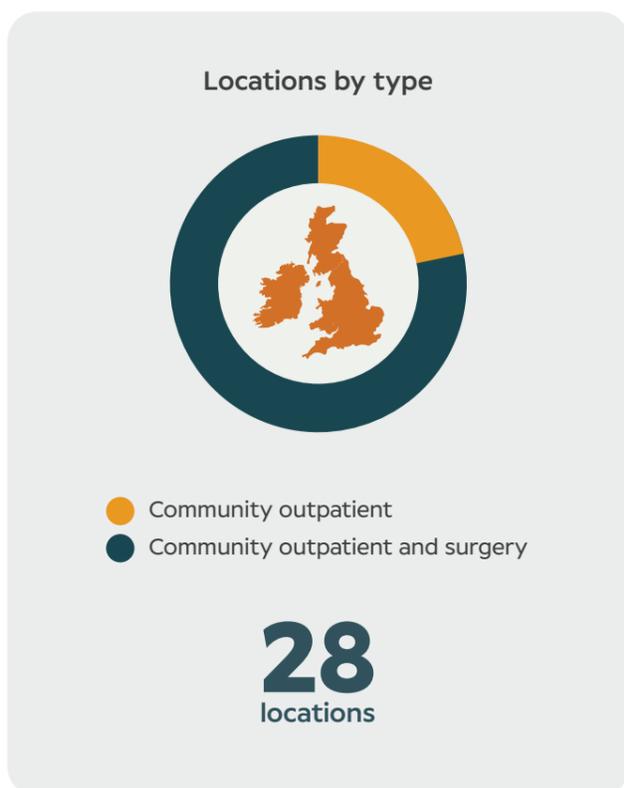
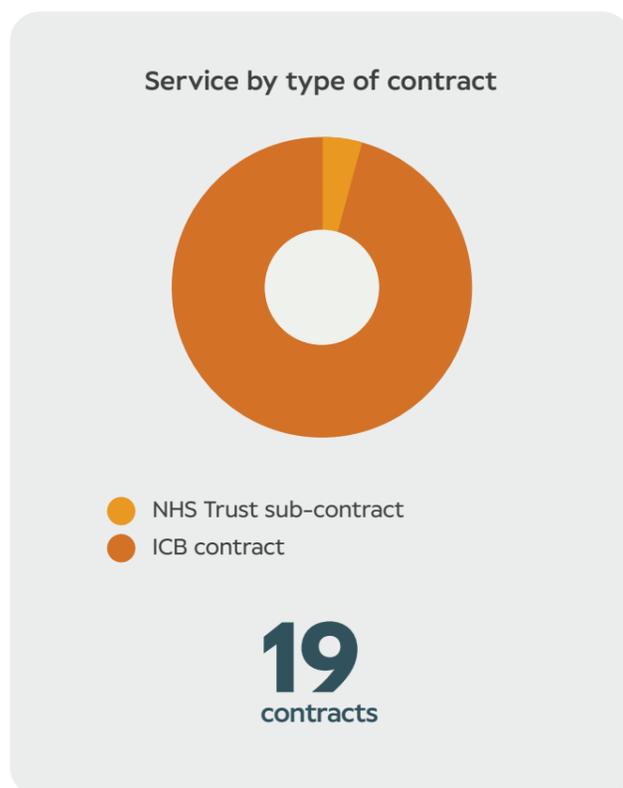
To the best of my knowledge, as required by the regulations governing the publication of this document, the information in this report is accurate.

Rebecca Lythe
Managing Director

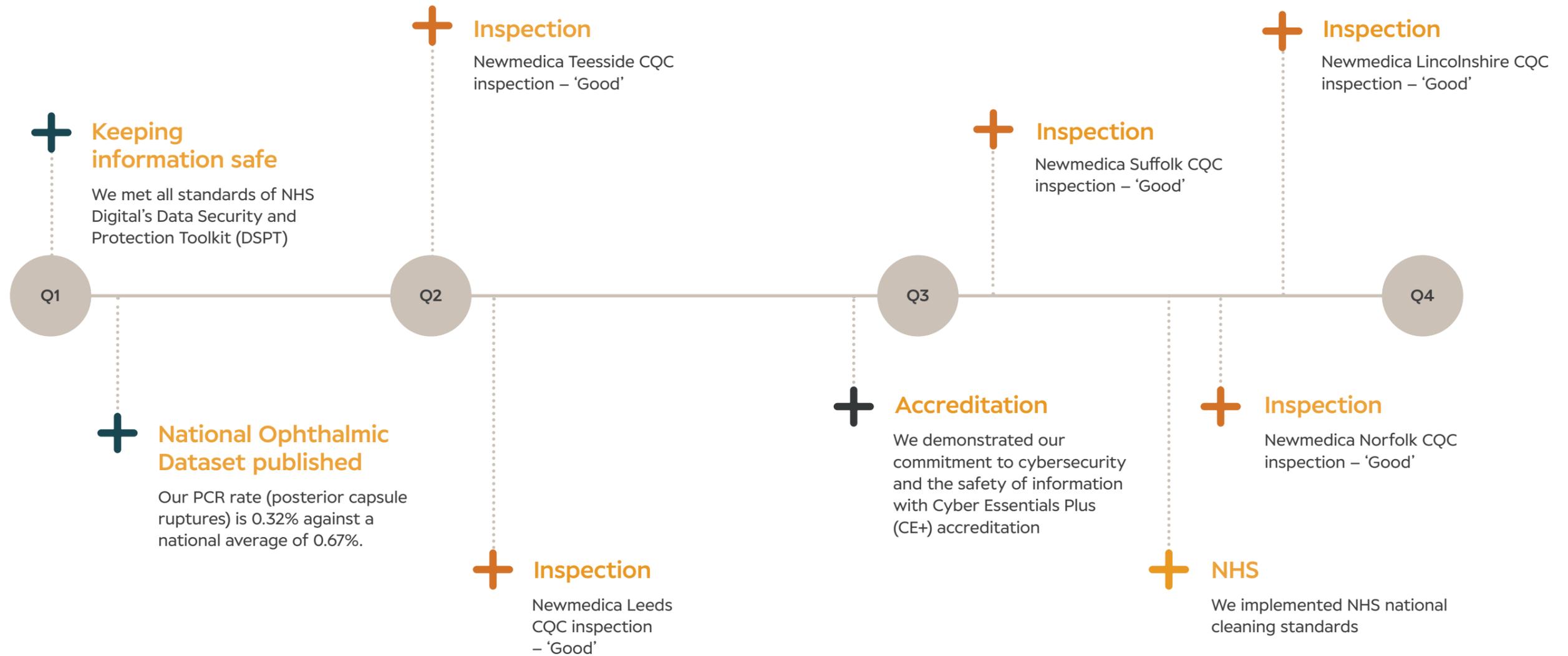




3. Newmedica in numbers

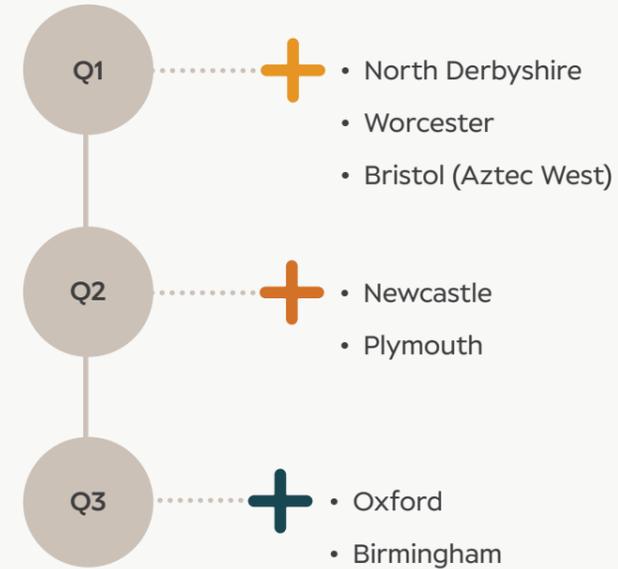


4. Our 2022/23 achievements



5. Our 2022/2023 launches

We opened seven new dedicated eye clinics in 2022/23. With the expansion of our current services, this enabled us to provide care for 235,740 patients.



6. Our approach to continuous improvement

From the board to each team member, we're committed to quality, safety and continual learning. We have an integrated governance structure in place to ensure this thread runs through our business.



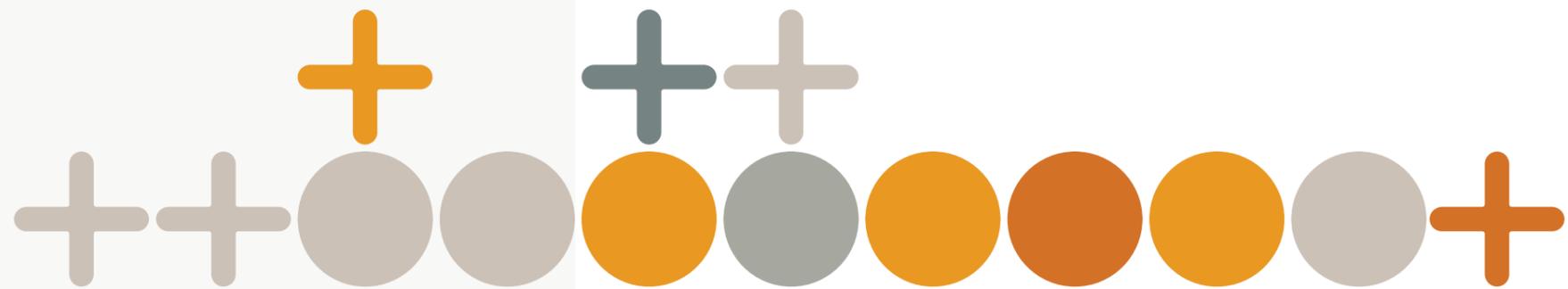
As we continue to grow and expand to reach new patients and communities, we've taken steps to strengthen our quality assurance process. This function has now been split between two teams: the clinical assurance team, and the quality and patient safety team. As well as building the resource available within each team to meet our growth, new specialised functions have been added, bringing new skills and experience to the business.

A new executive assurance committee is now embedded, with the purpose of assuring the board that each of our services continues to deliver safe and effective care.

At the start of 2023, we introduced the quality improvement forum, which reports to the executive assurance committee. Its main function is to share quality improvement activity and learning across our ophthalmology joint ventures (OJVs) and managed services. It also provides an opportunity for our CQC-registered managers to meet monthly in a collaborative and supportive forum.

Each local service holds a monthly 'all stop day' which allows every team member to attend governance meetings, as well as access bespoke training, designed around the individual needs of the team or specific colleague groups.

To support continual assurance of quality and safety, we undertake mock CQC inspections from our central support office, as well as deep-dive reviews and quality assurance visits. This supports individual registered managers with continual learning.



Clinical audits

During 2022/23, we submitted cataract audit data to the National Ophthalmology Dataset administered by the Royal College of Ophthalmologists, for surgeries completed during the period 1 April 2021 to 31 March 2022.

The audit for surgeries completed during 2022/23 has now been prepared and the submission process commenced in May 2023. The national cataract audit analyses surgical outcomes and complications, including the posterior capsule rupture (PCR) rate, a key quality marker for cataract surgery.

Our unadjusted PCR rate for the year is currently estimated at 0.30%, significantly better than the national benchmark of <1.1% for consultant-grade surgeons.



We're pleased to include this data in the table below alongside our other internal clinical audit results.

Title	Guidelines	Frequency	Standard	Compliance
Cataract: posterior capsular rupture rate [unvalidated upper estimate]	NICE/ RCOphth	Monthly	<1.1%	0.30%
Cataract: endophthalmitis post-cataract surgery	NICE/ RCOphth	Monthly	<0.04%	0.02%
Cataract: biometry accuracy in cataract surgery	NICE/ RCOphth	Monthly	85% of patients within $\pm 1D$ to target refraction	91.6%
Medical retina: visual stability after injections for macular degeneration	NICE	Monthly	>80%	96.01%

In addition to clinical audits, operational and process audits are carried out and reviewed in our governance forums:

Title	Monthly	Quarterly	Annually	Standard
WHO checklist	●			100%
Consent		●		100%
Infection prevention			●	95%
Hand hygiene	●			100%
Theatre scrub	●			100%
Cleaning	●			90%
Health and safety			●	100%
Laser compliance			●	100%
Equality access			●	100%

7. Supporting the NHS

We're proud to have worked in collaboration with the NHS for 15 years, providing care for NHS-funded patients through direct contracts with 19 integrated care systems across England. We also actively participate in eyecare delivery boards as part of the eye health community.

During 2022/23 we've worked directly with NHS Trusts to support the delivery of their post-pandemic recovery programmes, ensuring equity of access to all patients waiting for care.

“

BNSSG Integrated Care Board (ICB) has worked in close collaboration with Newmedica for a number of years as they are commissioned to deliver cataract, YAG laser and oculoplastics work within our locality.

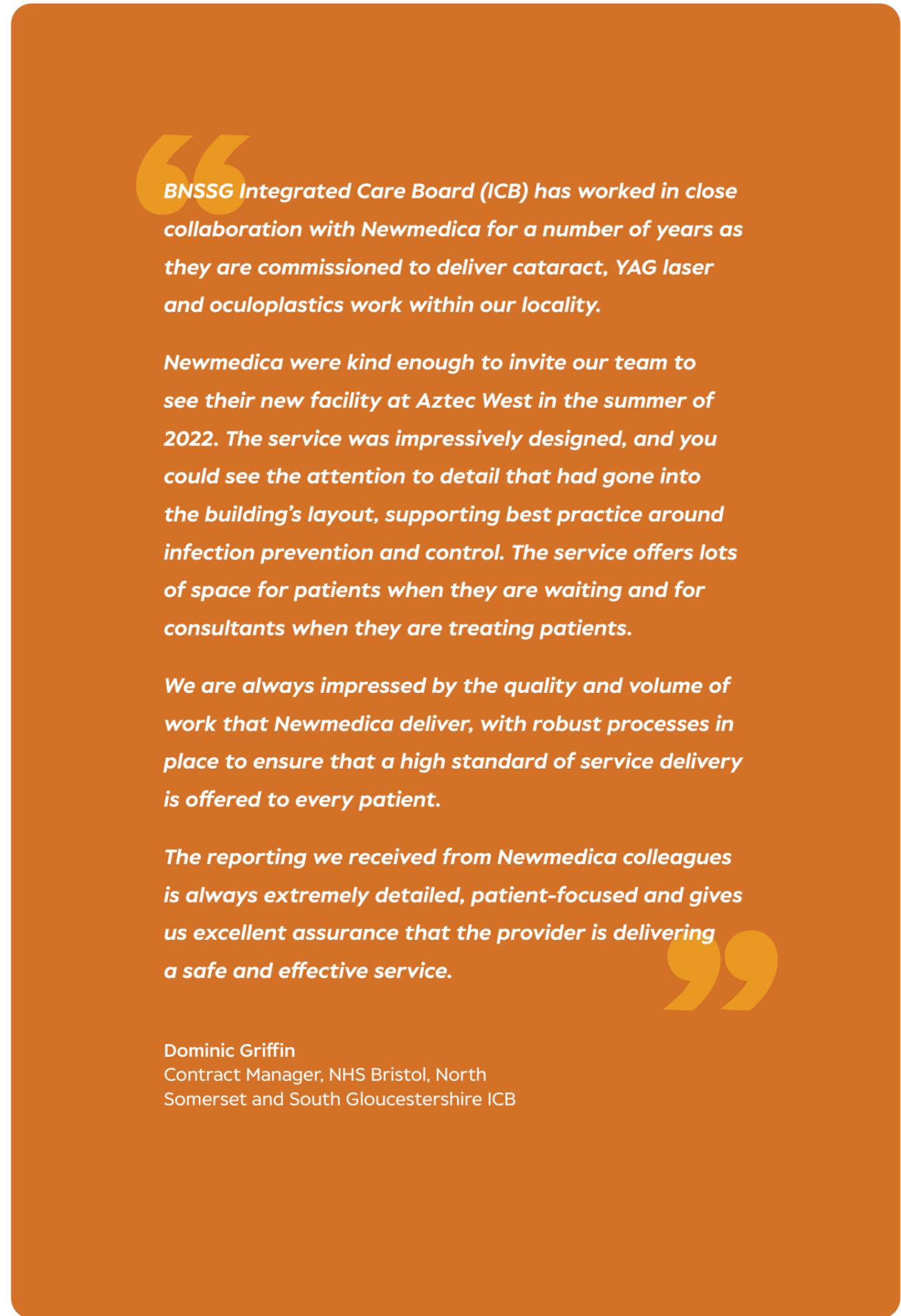
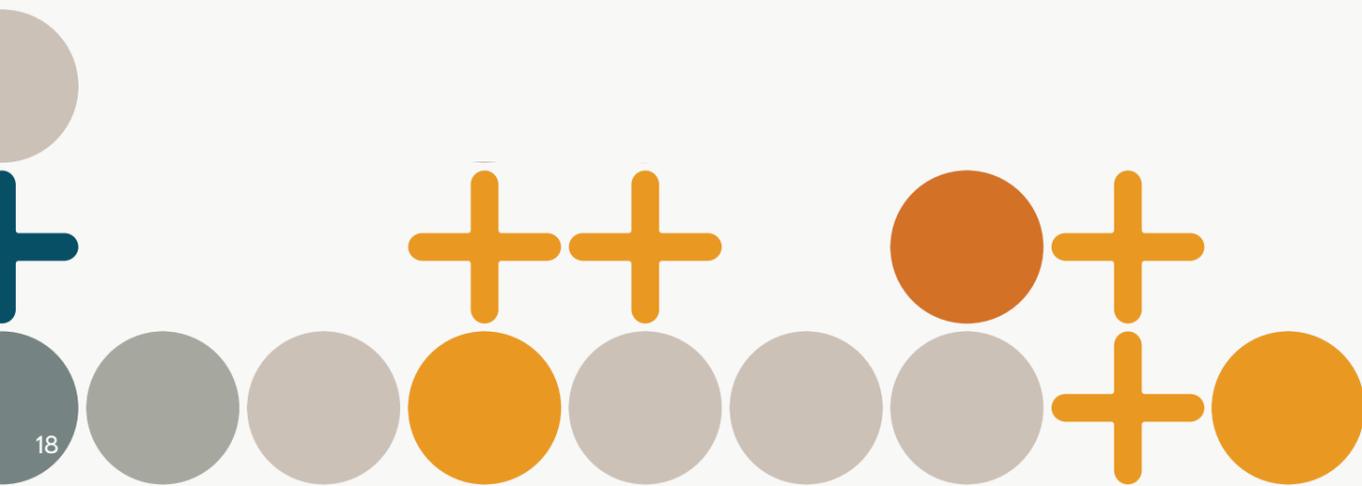
Newmedica were kind enough to invite our team to see their new facility at Aztec West in the summer of 2022. The service was impressively designed, and you could see the attention to detail that had gone into the building's layout, supporting best practice around infection prevention and control. The service offers lots of space for patients when they are waiting and for consultants when they are treating patients.

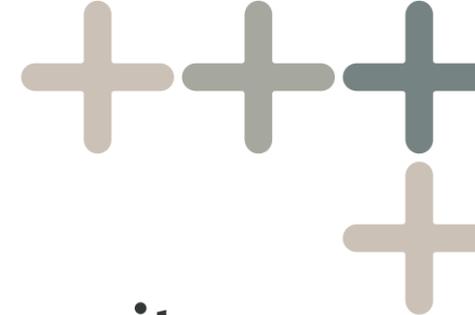
We are always impressed by the quality and volume of work that Newmedica deliver, with robust processes in place to ensure that a high standard of service delivery is offered to every patient.

The reporting we received from Newmedica colleagues is always extremely detailed, patient-focused and gives us excellent assurance that the provider is delivering a safe and effective service.

”

Dominic Griffin
Contract Manager, NHS Bristol, North
Somerset and South Gloucestershire ICB





Since their commencement of service provision in November 2021, Newmedica have been considered a valued system partner by Shropshire Telford and Wrekin Integrated Care Board (STW ICB). Newmedica have continuously provided high-quality cataract and YAG laser services under contract and have worked collaboratively with other local ophthalmology system partners to help offer choice to our local population.

Newmedica are required to regularly report to the ICB on assurances against expected standards of effectiveness, safety and experience of care, and have worked with the ICB collaboratively and transparently to do this.

The ICB consider patient experience a key element of the assurance process and would like to note the consistent positive patient feedback Newmedica receive, backed by a high percentage score from Friends and Family Test results.



Hayley Cavanagh
Senior Quality Lead, Shropshire Telford
and Wrekin ICB

8. Part of the health community

Integrating eyecare services – working with community optometrists

We offer qualified registered optometrists the opportunity to join our accredited post-operative scheme, which gives patients the choice to have their routine post-operative follow-up appointment with their usual optometrist closer to their home. Optometrists' eligibility to join the scheme is subject to them having undertaken additional qualifications (WOPEC cataract module) to ensure suitable clinical expertise to deliver a professional service, plus evidence of a valid DBS check.

The programme is administrated, governed and supported by a contract with the primary eyecare services, who work with multiple ophthalmology and optometry providers and NHS ICBs nationally to manage and deliver enhanced optical services in the community.

Supporting education and training for optometrists

In 2022/23, we delivered 44 consultant-led CPD events across the country to support our optometrist colleagues with development and training.

These events covered a wide range of topics to ensure variety and to support learning on a broad range of clinical subjects. Topics have included glaucoma, general ophthalmology,

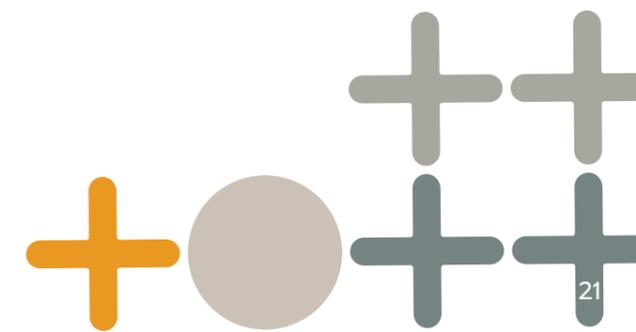
oculoplastic treatments and post-operative cataract care, and we've also extended CPD availability to dispensing opticians as well as optometrists.

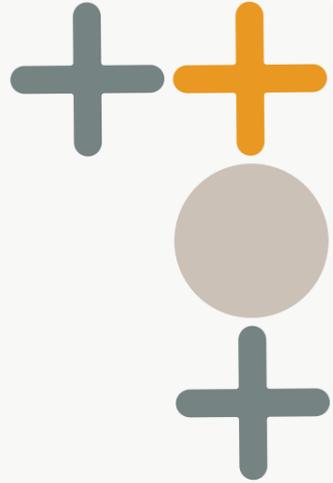
As well as CPD provision, we're also piloting a pre-reg hospital experience in our sites for around 100 trainee optometrists, with the aim of developing how we can work more closely in the future, and to support trainee optometrist education and training.

Pilot placement scheme for pre-registration optometrists

Between January and April 2023, our Bristol service took part in a pilot scheme which involved a two-day placement for 15 pre-registration optometrists to spend time in our service observing outpatient clinics and theatre. The aim of the placement was to provide the clinicians with a better understanding of the patient journey once referred from primary care.

There were opportunities for the visiting trainees to examine patients in clinic who presented with various pathologies. The scheme also incorporated a half day spent in the operating theatre, following the cataract patient journey from admission to discharge.





Feedback from attendees at our CPD events

“It was good to find a talk which kept us all interested to the end.”

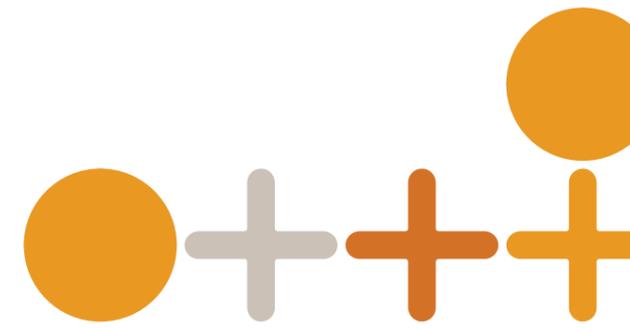
“Very smooth event, made to feel welcome, professional and knowledgeable presentation.”

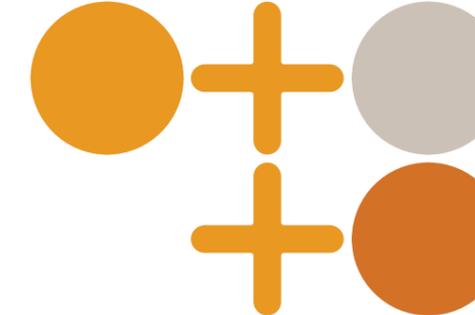
“Lots of helpful information given in a concise and easy manner.”



“My time with you and the team at Newmedica was amazing. It was great to see how things are run and what my patients can expect when they come to you for their care. Everybody I met was very friendly and happy to share their vast knowledge and it was a brilliant environment to spend time in. I got to see lots of things that I would otherwise have missed out on due to lack of hospital placements available. I would definitely recommend the placement to anyone, pre-reg or otherwise, who wants to see what happens at the clinic and how it runs like a well-oiled machine.”

Benjamin Harris
Pre-registration Optometrist





Supporting charities

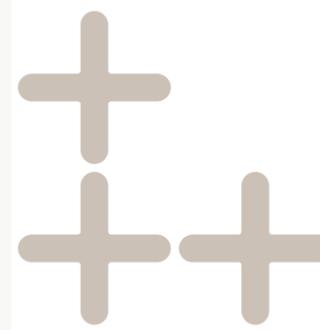
Our services engage directly with key charities, supporting those that are close to the heart of the local team and their patients. Involvement over the last 12 months has ranged from fundraising to attending patient participation group meetings, sponsorship and presenting awards. Initiatives include:

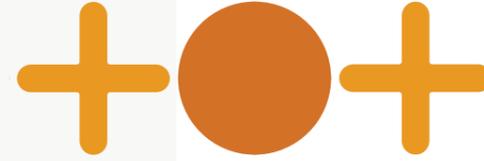
- Colleagues from our Gloucester and Worcester services have been invited to become trustees of their local sight loss charities.
- Our Norfolk service is an active fundraiser for Norfolk Vision
- Our teams in Leeds, Lincolnshire, Warwickshire, Leicester, North Derbyshire, Exeter and Northampton all support their local associations for sight loss
- A number of our services have a close involvement with dementia charities
- Our Suffolk service actively supports Macmillan Cancer Support.



“The pre-reg placement with Newmedica Bristol was very well structured and organised. Ben benefitted immensely from being able to see first-hand how secondary eyecare is provided and to understanding what our patients can expect after we refer them. Observing cataract surgery has given him the ability to discuss the process with his patients in a much more knowledgeable and empathetic manner. In addition, the pre-reg placement has given him, and us as a practice, the opportunity to build relationships with the secondary care providers which will benefit our patients and improve the quality of our referrals.”

Ruth Bowering
Ophthalmic Director





Accessibility: use of translation services

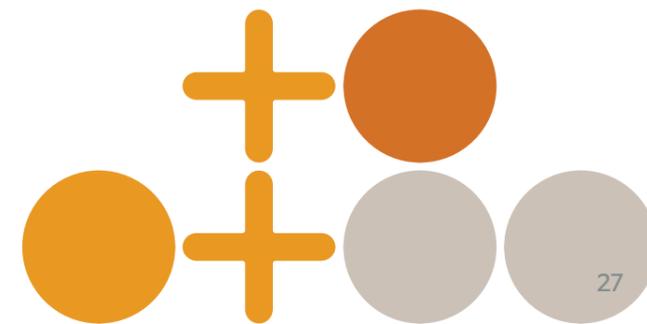
We're dedicated to ensuring that all patients receive the support and information they need to be able to communicate effectively and make informed decisions about the care they receive. We offer a range of services to patients including information in their preferred language, and increasing appointment times to ensure the patient has sufficient time when using translation services.

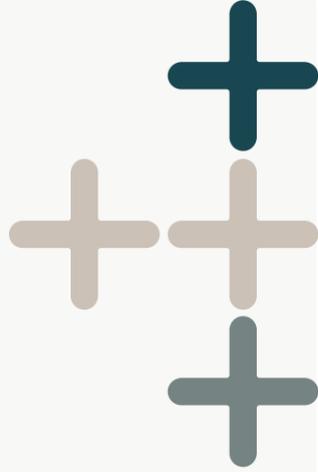
I just want to say well done and thank you to all the staff. It has been a much better experience than I thought – it's been brilliant. Using the British Sign Language service has been great. It's been very useful having the interpreter here for me. I come to these places and the language can be quite inaccessible, so having the interpreter here for me has been a lot better. It has benefitted me greatly.

Stephen
A patient of our North Derbyshire service

It was a pleasure to see and treat Stephen's cataract. He was so positive and eager to have surgery to improve his quality of life. Being deaf, and using sign language, we used a laptop with a BSL (British Sign Language) interpreter who really added value to Stephen's patient journey to ensure he was kept informed about every aspect of his treatment. We're so happy that he felt well looked after by the team.

Mr Moneesh Patel
Clinical Partner/Surgeon





9. Regulatory compliance

We've been registered with the Care Quality Commission (CQC) since 2012. Newmedica and each Newmedica OJV partnership entity is registered as a provider.

During 2022/23, we received five inspections in the following services: Suffolk, Norfolk, Teesside, Leeds and Lincolnshire. All five inspections resulted in a rating of 'Good' overall.

There were several positive elements of practice highlighted, including:

'The service demonstrated best practice in ensuring access to treatment and care. Patients could choose the day, date, time and surgeon when booking their procedure. This also applied to NHS patients. We heard examples where the service had provided accommodation for patients travelling a long distance, and an occasion when the service funded transport to help a patient. The service worked with pharmacies out of area to reduce travel for patients. The service would prescribe additional medications and then reclaim the prescription back from the pharmacy to restock. This improved and increased access for people using the service.'

'The continuing development of staff skills and level of competence was integral to ensuring the delivery of high-quality care. Staff were proactively supported and encouraged to acquire new skills, use their transferable skills, and share best practice. The service shared examples of improvements made since the previous inspection.'





10. How we keep information safe

In 2022/23, we completed multiple security projects and recruited significantly to our team that's dedicated to information security.

Our systems have also been upgraded to support the range of protections we have in place.

The information governance and data security agenda has been ably supported throughout the year by our information governance committee (IGC), which covers all aspects of information governance, security and risk.

We've continued to publish our compliance annually against NHS Digital's Data Security and Protection Toolkit (DSPT) with all standards met.

The training standard for the Data Security and Protection and cybersecurity module completion on the eLearning for Health platform surpassed the standard required at 98.7%.

In November 2022, we achieved Cyber Essentials Plus (CE+) accreditation, demonstrating our commitment to cybersecurity and the safety of information.

We continue to remain compliant with the key principles, rights and obligations of the United Kingdom Data Protection Regulation and the amended Data Protection Act 2018. All services are registered with the Information Commissioner's Office.

Given the increased threat of potential loss or harm related to technical infrastructure and the

use of technology, we've upgraded the security of our information over the last year by:

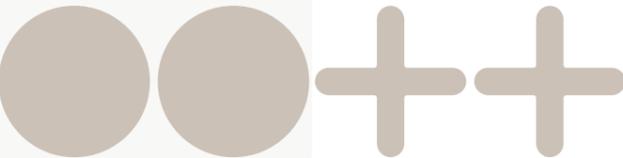
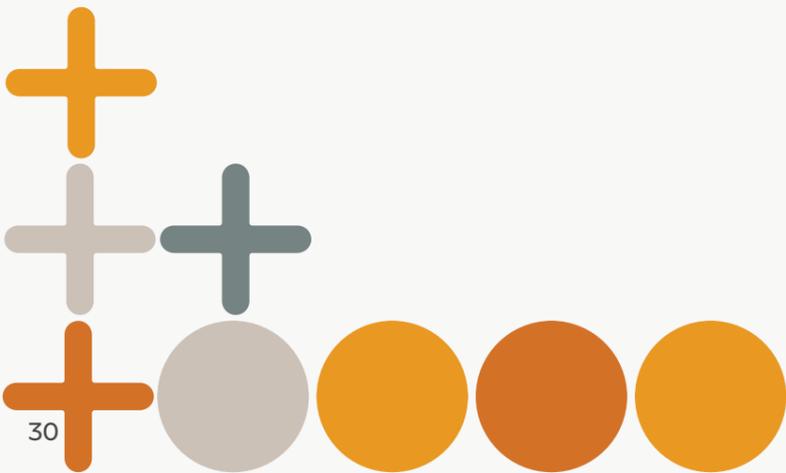
- Enforcing stricter password policies
- Enforcing stricter self-service password reset policies
- Enforcing conditional access policy on our domain
- Forcing all devices/Active Directory joined devices to check for updates daily
- Upgrading our impersonation protection to enable us to be more aggressive with received email
- Deploying Mimecast targeted threat protection for enhanced phishing protection
- Enforcing multi-factor authentication on all domain & NHS.Net accounts and the core applications that support it
- Rolling out anti-virus protection and soft firewalls to all clinical devices running Windows operating systems to increase their protection on top of Windows Defender
- Enforcing a mobile application management policy
- Restricting specific makes of mobiles within our mobile device management.

“Referral to treatment times were much better than the national average.”

“The rate of posterior capsular rupture (PCR) following cataract surgery was 0.11%. This was against a national average of 1.10% across all cataract surgery.”

“Staff were proud of the organisation as a place to work and spoke highly of the culture. There was evidence of consistent collaboration, team-working and support across all functions.”

No Newmedica provider entity has any CQC restrictions in place. The CQC has not taken any enforcement action against Newmedica during 2022/23 or any previous year, and Newmedica has not participated in any special reviews or investigations by the CQC in 2022/23.



11. Quality performance and patient feedback

Safety

The number of incidents reported (1,372) has increased over the last year, in line with increased opening of services and overall activity across Newmedica. The incident reporting has increased to 0.5% of activity during the year 2022/23 and demonstrates a continued healthy reporting culture.

Two Never Events have been reported, both of which were identified as low harm. For both reports, a full investigation and duty of candour was completed with patients. Five serious incidents were reported, all of which were investigated and learnings shared locally and nationally.

All incidents are discussed within the local governance meetings and nationally via the medical advisory committee and the quality improvement forum, allowing for learning to be disseminated and any required changes implemented across all services. Opportunities for safe cultures and learning for all colleagues is critical to reduce the likelihood of recurrence.

Infection prevention and control incidents

There have been 78 incidents reported relating to infection prevention and control.

The highest-reported incidents in this area are sharps-related, accounting for 32%. Additionally, 23% of incidents related to patients having existing infections unrelated to planned attendance at Newmedica services, and 20% related to either the environment and/or equipment.

Duty of candour

Our culture of transparency and openness is fundamental to our relationships with patients, the public, staff and other healthcare organisations. It's also fundamental to the management of our duty of candour.

We have made five statutory notifications following notifiable safety incident regulations. In addition, there have been a further 31 examples where duty-of-candour discussions have taken place. These were outside of notification regulations and demonstrate our commitment to transparency with patients around their treatments.

Responding to complaints

Our complaints policy is a three-stage procedure, with external adjudication via the NHS Ombudsman or the Independent Sector Complaints Adjudication Service (ISCAS) for private patients.

It is our policy that all complaints are investigated thoroughly. Any necessary actions are taken to respond to failings in a way that's open and transparent, with the aim that we learn and improve quality of care for patients and carers.

During 2022/23, we had 98 formal complaints (0.05%), which is in line with the percentage reported in 2021/22.

There were 10 stage-two complaints reported across seven services.

There was one referral to ISCAS. The review by the adjudicator was not completed as the patient decided to withdraw their complaint.

Satisfaction surveys

The 'friends and family' test

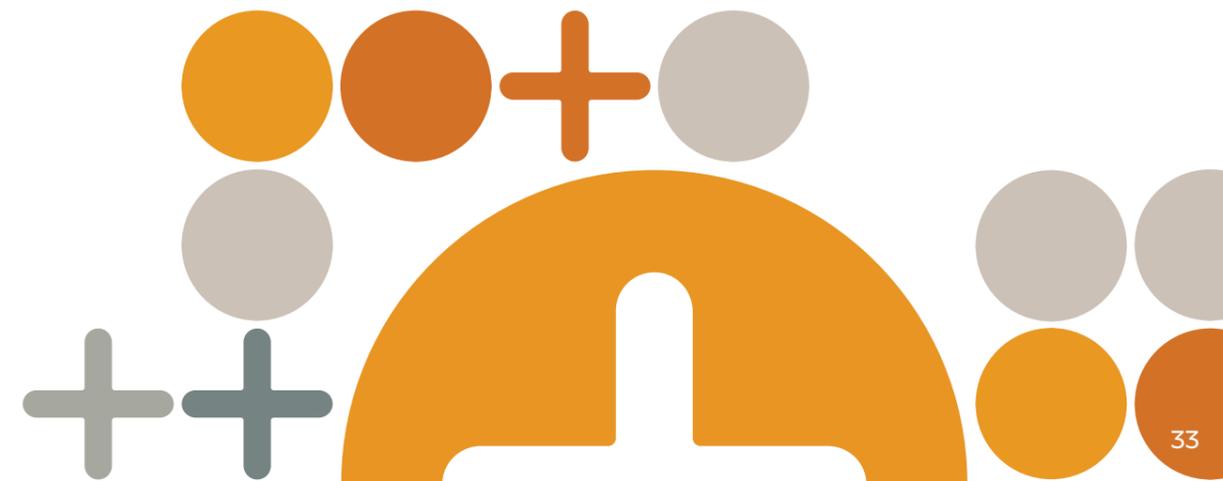
During 2022/23, we received 51,730 responses from our patients, who were asked how likely they were to recommend our service to friends and family.

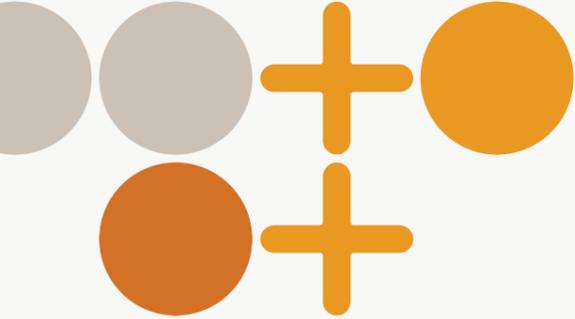
We're delighted to report that 99% of our patients said they were 'extremely likely' or 'likely' to recommend a Newmedica service to their family or friends.

In addition, our patients were asked five other questions about the service they received:

Aspect of service	Patient satisfaction
Cleanliness of the service	100%
Did the team work well together?	100%
Were you treated with dignity and respect?	100%
Were you involved in decisions about your care?	98%
What was your experience of the service?	99%
Responses	51,730

Response rates and positive recommendation percentages are closely monitored throughout the year. Responses are tracked against internal targets to monitor performance within each service.





Our services also receive feedback from patients on nhs.net (formerly NHS Choices). Here are just a few examples of the feedback we received in 2022/23:

Excellent care given

★★★★★ out of 5

'The whole experience from first assessment to the actual operation was excellent. Very friendly and efficient.

Staff put you at your ease in a relaxed atmosphere. This was very much appreciated as it's a strange experience to go through.'

Very professional

★★★★★ out of 5

'From the word go, the practice impressed with its friendly staff and clean, modern environment. My operation and the options were discussed at length, so I was made to feel I had a choice in several matters in the procedure. Once on the operating table, I felt no pain and was amazed at how quickly it was all completed.

Aftercare was also good, with friendly and attentive staff at every point. I look forward to my experience being the same with the other eye in due course.'



Wonderful experience

★★★★★ out of 5

'I have been so impressed by the wonderful care I was given from start to end of my surgery, everyone from the reception staff to the nurses and consultants their kindness and professionalism was amazing, so at no time did I feel anxious or worried. I can't wait to have my second cataract done with them and would highly recommend Newmedica to anyone.'

Five-star service

★★★★★ out of 5

'My second cataract operation. Both carried out professionally by friendly and efficient staff. Could not fault the whole process. I would highly recommend Brigg - I can now see! A quick, simple procedure with no complications. You see, hear and feel nothing, and all achieved within about 20 minutes. Congratulations to all the medical team and support staff.'



Compliments

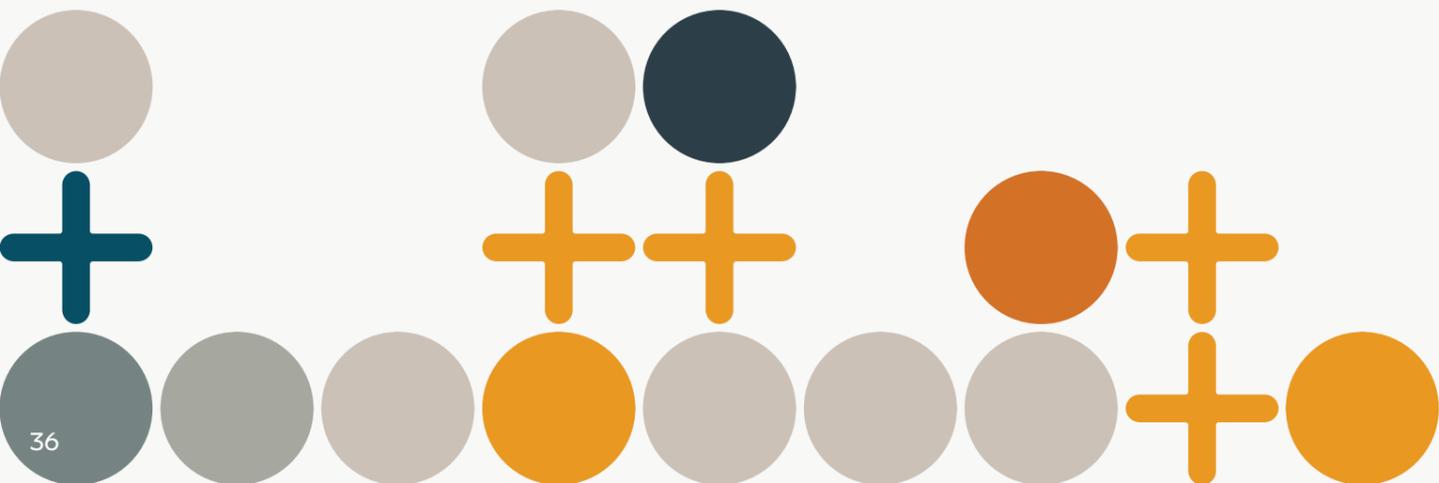
There have been 1,784 compliments uploaded on to our online governance reporting system. Reporting of compliments helps provide favourable data for the service's everyday activity. The compliments are received directly to the services generally through cards, letters and emails. Here are just a few examples:

'A very big thank you for a wonderful experience and a new lens. Writing this card two days after my surgery and feeling very good with zero problems. The improved vision is just unbelievable. All of you at Newmedica are a credit to the quality service you deliver. All the very best to you all.'

'Thank you for all your kindness and looking after me so well when I had my cataract op.'

'I couldn't be happier, vision is amazing and everyone who works here is fantastic, couldn't wish for anything better.'

'Everyone was so lovely and professional, absolutely over the moon and so grateful.'





12. Our people plan

At the start of 2023/24 we launched a new people plan to outline our strategy to build and grow a sustainable workforce. To recruit clinicians and other colleagues as we continue to grow, we need to put our culture at the heart of everything we do to make us an employer of choice and a place where everyone is proud to belong.

Workforce and succession planning

Our workforce is planned and monitored on an ongoing basis. However, to improve this process and to ensure we're future-focused, we've implemented a HR business partner model, where we partner with the business to understand future needs. In addition, we have a formal annual workforce review process, a twice-yearly people review, and service-level modelling to ensure appropriate staffing levels within services and across support functions.

As part of the people review meetings, we review capability and succession gaps, as well as critical roles. This enables us to think strategically about how we can develop our colleagues, or what roles we need to hire externally to help us respond to the needs of the business.

Following the full organisation design review in 2021, we continue to invest significantly across our teams. To support the business, in 2022/23 our support office headcount expanded by 21% and a similar growth is planned for 2023/24.

We continue to build expertise in several functions to support an increased number of services and complexity across the business.

There are several initiatives planned over the next 12 months to support our growth activity and to strengthen our current offering. To support our ambition to 'win the war for talent' we continue to invest in our learning and development teams to continue to build on the grow-our-own strategy across technical, clinical and leadership capabilities. There's also continued investment in our governance team, with additional clinical and patient safety expertise to support our local delivery teams.



Throughout 2023, we'll continue to expand our support office across all teams, and we'll also be focusing on the structures within our services so we can expand the service offer to our patients safely and efficiently, while maintaining a great patient and colleague experience.

Resourcing

We've invested in a dedicated resourcing team within the support office to redefine our approach across the business. As we expand, our ambition is to offer an enhanced recruitment offer to our services and a great candidate experience. We'll recruit talented people who are aligned to our purpose and values, while meeting all legal and regulatory obligations around safe, fair and effective recruitment.

Continuous listening

A key aspect of our people plan is to ensure we're listening to our colleagues across the business. We currently run bi-annual engagement surveys so that we listen often but have enough time to take meaningful action in response to feedback.

For our latest survey in March 2023, we had a participation rate of 75% and an engagement score of 8.7 against a benchmark of 7.7.

Feedback is encouraged throughout the year during team meetings and individual meetings, but the engagement survey allows for anonymity and ensures we have a consistent approach and can track progress.

We also hold exit interviews with colleagues leaving the business so we can act, where required, in response to their feedback.





Talent and careers development

Induction

We provide a structured induction and training plan for key roles within services. Throughout 2022/23, we've expanded this programme, launching structured induction and training programmes for theatre roles, alongside a programme of centrally run training events that services can utilise, or the programme can be delivered locally. This enables us to deliver training in a flexible approach that makes the best use of our resources from across the business.

All new employees are invited to attend a 'Welcome to Newmedica' induction day which includes information about the business, our history, structure and people, with dedicated sessions on information governance, systems and processes.

All new partners and colleagues in new services have structured training and development programmes to support them to successfully launch their service. This covers a range of topics including team development and specific role training, as well as statutory, mandatory and regulatory requirements. Our bank colleagues receive a local induction at every site they work in.

Developing our workforce

Throughout 2022/23, we continued to expand our learning and development teams to enable us to achieve our long-term ambition to grow and develop our workforce for the future across all domains, including clinical, technical, management and leadership. A particular focus was around developing a multi-disciplinary clinical training team that reflects our workforce. In line with this investment, we've continued to expand our internal learning and development programmes.

Following its launch last year, by summer 2023 four cohorts of colleagues will have completed our Aspire management development programme.

We continue to develop ophthalmic and scrub technicians, and we added a theatre assistant programme, which we're currently piloting in two services and is due to launch fully in the summer of 2023. We also revised and relaunched our in-service trainer (IST) offer, with great feedback from the first cohort: an average rating of 4.8 out of five stars.

We've also enhanced our apprenticeship and professional qualifications offer, which we continue to build. Currently we have colleagues completing apprenticeships in a range of disciplines including nursing, operational management, senior leader level 7, and CIPD.

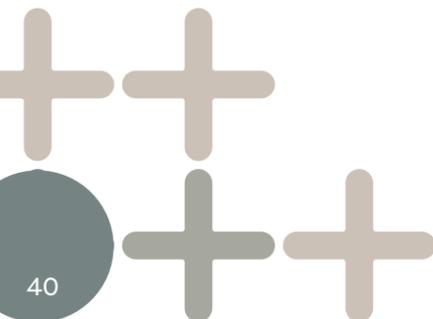
Our Aspire management development programme

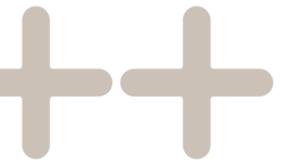
“Since starting my journey with the Aspire course I have learned so many new techniques that will help me become the manager I am hoping to be. Not all of the information has been relevant to me right now but will be hopefully in the future.”

Diane Fotheringham
Referrals Administrator

“The Aspire programme has provided me with a fantastic opportunity to learn about myself. It has provided me with the foresight to adapt my communication style, whether written or verbal, to suit the audience at any given time.”

Sarah Chaplin
Senior Contracts Manager





“

Since joining Newmedica in June 2022 I have found the Aspire programme to be invaluable.

It has allowed me to gain insight into Newmedica as a business, but also myself. Having a better understanding of myself has enabled me to be the best line manager I can be for my team members. The training sessions are interactive and well organised. It has allowed team members from across the business to get to know each other and share their knowledge and experience.

”

Kathryn Davidson
Operations Manager, Newmedica Shropshire

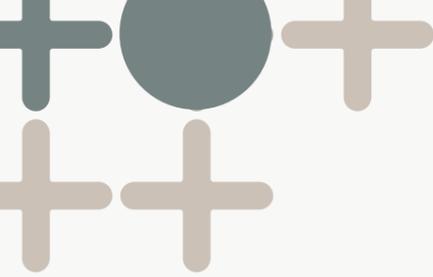
Our scrub technician programme

“

I really enjoyed doing the scrub tech programme. The course material is very helpful and easy to understand.

Kareena Mattu
Scrub Technician, Newmedica Shropshire





Future capabilities

Doctors in training

We continue to support the NHS to deliver training to trainee ophthalmologists, with eight of our services having hosting at least one trainee, and five hosting two or more.

We're proud to have been mentioned in the Royal College of Ophthalmologists report, 'Analysis of cataract training provision in England' (2002), which cites a positive experience for trainees at our Bristol and Gloucester services.

In Teesside, in partnership with South Tees NHS Foundation Trust, four trainees have completed six-month rotations with us, supervised by Mr Qasim Mansoor. Mr Mansoor and the trainees have also co-authored papers that won first prize from UKISCRC (2022). The papers were being presented at the Royal College of Ophthalmology in 2023, as well as being featured in the June/July 2023 issue of EyeNews. Mr Mansoor was also invited to present on training in the independent sector at the North of England Ophthalmic Society (NEOS) in October 2022.

“Teesside Newmedica provides a comprehensive cataract surgery training in high-volume lists. This is achieved by using a systematic modular training protocol and application of human factor principles to provide a safe environment for patients while boosting confidence in trainees.”

Qasim Mansoor
Clinical Director, Newmedica Teesside

“I am an Ophthalmology Registrar training in cataract surgery and have had the privilege of being the first trainee surgeon to be seconded from the NHS to Newmedica in Shropshire as part of my NHS training.

I can only say it's been a fantastic experience and I have loved every minute. In my first month alone, I have had five full lists and completed 20 operations, which is phenomenal progress. To put this into context, it took two-and-a-half years of training in the NHS to get my first 40 operations. Furthermore, there is a lovely friendly team at Newmedica in Shropshire. The unit is extremely well organised, and all the staff have been so welcoming and supportive.

Training in ophthalmology in the current NHS climate is particularly challenging, so I cannot thank everyone at Newmedica in Shropshire enough for putting themselves out with a huge investment in me and my training.”

Nick Savage, who started his rotation training at Newmedica Shropshire in February 2023

“ *It has been a pleasure to welcome Nick to Newmedica Shropshire to continue his training in ophthalmology. I have supervised Nick for over a year now during his placement at Aintree. My colleague Natasha Spiteri and I have supervised Nick and he has achieved a great deal at Newmedica. When setting up a training programme, we had to choose suitable patients, reduce numbers significantly on the list, and include information for patients confirming we are a teaching organisation.*

It has not been without its challenges, but ones we are very willing to embrace and overcome. If a doctor is capable of surgical progression, Newmedica is an excellent opportunity. The number of patients on the list can be increased, allowing them to progress at the rate that suits them. We recognise the importance of training and are happy to continue to contribute to the training of future ophthalmologists. **”**

Carmel Noonan,
Clinical Director, Newmedica Shropshire

Performance management

We run an annual appraisal process with a mid-point review and encourage all colleagues to regularly review their structured personal development plans and discuss career development with their line managers.

The HR business partnering team work closely with Newmedica services to define and execute people plans, which include talent mapping for future workforce needs, and supporting proactive career development for our colleagues.

Clinical assurance

Designated body responsibilities and revalidation

We are a designated body for the revalidation of doctors, and our Medical Director also holds the role of Responsible Officer (RO), supported by our human resources team. All doctors have access to the RO for advice around revalidation requirements, CPD and other matters as required.

All doctors require approval from the Medical Advisory Committee on their scope of practice. We've also recently reviewed our policy for the engagement of doctors against the Medical Practitioners Assurance Framework (MPAF).

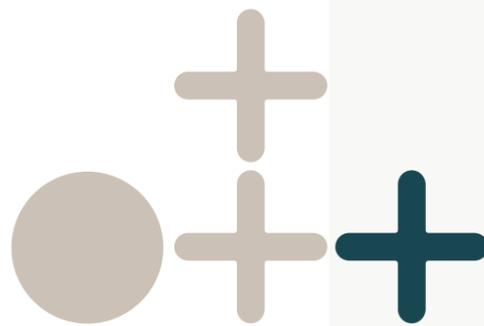
We continue to maintain a comprehensive database for the revalidation of our doctors. In the last 12 months we've attracted more contracted doctors, who we're supporting through appraisal and revalidation.

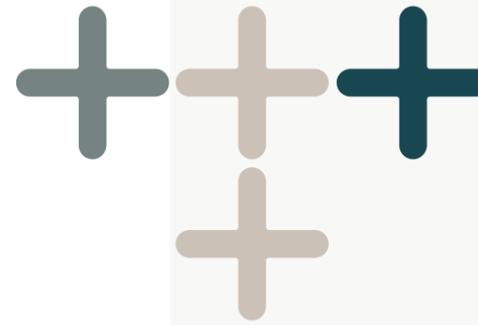
We maintain a database of our nurses' registration and revalidation dates, and have processes in place to support their revalidation.

In 2022, we commenced a partnership with MIAD Healthcare to support us with doctor appraisals and revalidation through the L2P Platform. Partnering with MIAD has provided enhanced assurance around the quality of appraisal and rigour to in revalidation decisions.

Clinical supervision

Clinical supervision is an area of focus for us. At the time of writing, a working group has been established to define and implement the professional nurse advocate model across the business. With a small multi-disciplinary composition, the group is also considering how to extend the model to include other clinicians, including operating department practitioners and technicians.





13. Our sustainability commitment

In 2022, we appointed a sustainability lead and formed our sustainability committee, which is tasked with looking at how we can play our part in making our world a better place. Our ambitions and activity will fall into three pillars: planet, communities, colleagues.

Planet

Our second carbon measurement survey was completed for the 2022 calendar year. Our carbon reduction plan was being published in June 2023, detailing our achievements in 2022, planned activity for 2023, and prioritised focus for 2024 and beyond.

Due to the increase in the size of our business, both in terms of the number of sites and the number of patient interactions, we've worked hard to try and reduce our carbon emissions.

We've done this by:

- Moving away from buildings that relied on gas power
- Increasing our energy efficiency requirement from category D to at least C, and in some cases B
- Installing electrical vehicle (EV) charging points wherever possible at new sites
- Starting the roll-out of an EV car scheme for colleagues.

In addition:

- We've started the roll-out of our paper-light electronic patient record
- We'll complete our electronic stock management system that reduces the amount of stock held at each site via intelligent ordering

- We're trialling computer-aided facilities management (CAFM) and Building Energy Management systems into our sites to reduce energy consumption by controlling temperature ranges and the timings of systems being powered up. These systems also remotely diagnose faults to complement first-time visits success for engineers.

Community

We'll focus our work on understanding how we can work with the health economy to improve access to our clinics and surgical centres, as well as promoting healthy living and early diagnosis.

We'll continue to not only raise money for our charities – we aim to raise £500,000 in 2023/2024 – but have fun and feel part of a community while doing so.

Colleagues

Our ambition is to have a sustainable workforce and to be a place we're all proud to belong. We have three key areas of activity to deliver this objective:

1. Wellbeing

We want a culture where wellbeing is embedded in everything we do so that colleagues are healthy, happy and productive, and commit the time to look after themselves.

At the start of 2023, we launched our wellbeing strategy, which defines an initial 12-month plan to enhance our wellbeing culture and support for colleagues. Our strategy is structured around four pillars: emotional, physical, financial and social. Each quarter, we focus activity on one of these pillars, including guest speakers as appropriate and providing useful material for colleagues.

We'll also continue to promote our company benefits that support wellbeing, and ensure they're easily accessible and understood. Managers will also be provided with support and development so they can have the right conversations with colleagues.

2. Equality, diversity and inclusion

We're committed to the principle and practice of equal opportunity. We aim to ensure that all applicants, employees, customers, patients and suppliers are valued as individuals and treated fairly and with respect, regardless of age, disability, employment status, gender, health, marital status, nationality, race, religion, domestic circumstances, membership of a trade union, sexual orientation, ethnic or national origin, beliefs or faith, social and employment status, HIV status, or gender reassignment.

In 2023, we launched our diversity and inclusion strategy, which sets out our commitment to ensure we increase knowledge and raise awareness of equality and diversity matters to all colleagues.

Equality and diversity continue to be part of our mandatory training programme for all colleagues, and this will be enhanced with additional awareness training.

Our strategy includes expert speakers and webinars on a variety of diversity and inclusion topics. We've also launched access to staff networks across our workforce.

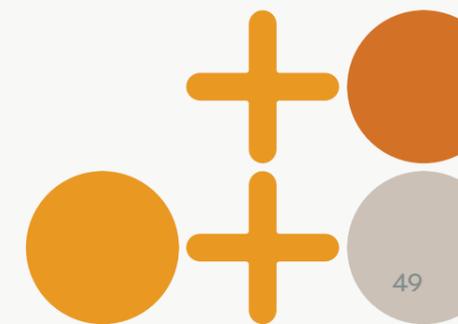
We're committed to providing the best service possible to all our patients and to enable all our employees to carry out their best work and develop rewarding careers.

Our live data currently shows that:

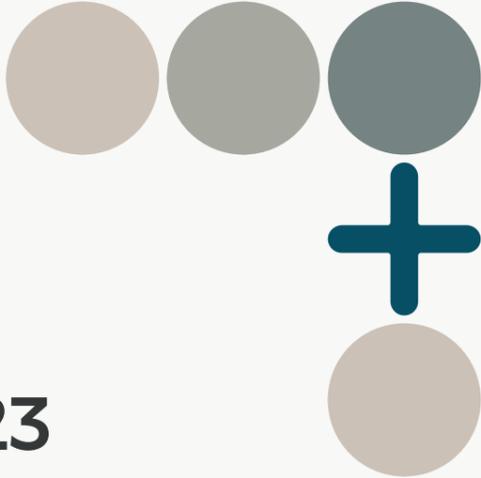
- We hold ethnicity data for 81% of our employee workforce, a 24% increase since the last report
- 18.6% reported their ethnicity as being a black and minority ethnic group, a 4.49% increase since the last report.

3. Ways of working

In 2023, we launched our company values with a focus on how we achieve our vision of changing lives through better sight and eye health. Our values are about what we stand for, and our behaviours are how we get things done. We'll continue to embed these ways of working and plan different initiatives to reinforce our values and behaviours.



14. Update on our priorities for 2022/23



In 2022/23 we had four key improvement priorities:



Review our current incident reporting policy and adopt the Patient Safety Incident Response Framework (PSIRF)



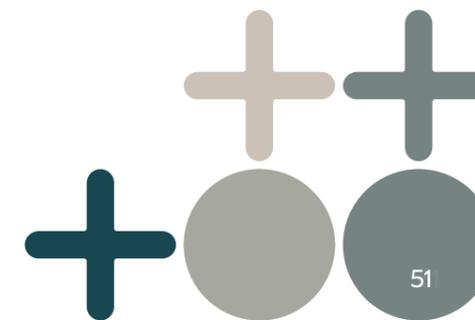
For 80% of employed colleagues to have completed level 1 training in patient safety as a minimum by March 2023



To be compliant with national standards of healthcare cleanliness in all our sites by November 2022



To invest in resources to enable line managers to effectively support and develop our colleagues





Priority one – Review our current incident reporting policy and adopt the Patient Safety Incident Response Framework

NHS England is in the process of developing a new Patient Safety Incident Response Framework to replace the current Serious Incident Framework.



We said we would:

- Create a patient safety implementation plan to identify our risks and where patient safety incident investigations need to be undertaken
- Obtain board and ICB sign-off for our patient safety implementation plan
- Review our committee structures to ensure we continue to have clear oversight of patient safety reviews and investigations
- Review our current systems for reporting incidents and ensure workflows are aligned with the framework
- Educate all our colleagues to understand the new framework
- Train our colleagues to have the right knowledge and skills to report all patient safety incidents and undertake local reviews
- Appoint and train patient safety specialists to undertake patient safety incident investigations
- Review and update our incident management policy to ensure it's in line with the framework.



We have:

- Trained our patient safety team to understand the new framework and new ways of investigating
- Reviewed our committee structures to have clear oversight of patient safety
- Reviewed our current reporting system.



We will:

- Move to a better reporting system which provides better workflows aligned to the framework
- Continue to develop our patient safety implementation plan to identify our risks to determine when we need to undertake patient safety investigations
- Educate our colleagues to have the right knowledge and skills to report all patient safety incidents once our new reporting system is in place
- Appoint our patient safety specialists and ensure they have the right knowledge to undertake investigations.



Priority two – For 80% of employed colleagues to have completed level 1 training in patient safety as a minimum by March 2023

As part of the Patient Safety Incident Response Framework, we aim to ensure our workforce is educated in the NHS patient safety syllabus, which has been designed to support colleagues to take all the necessary steps to ensure patients are safe while they're in our care.



We said we would:

- Support at least 80% of all our colleagues to complete level 1 of patient safety training by March 2023
- Promote and encourage colleagues to continue their learning journey by completing level 2 training in patient safety.



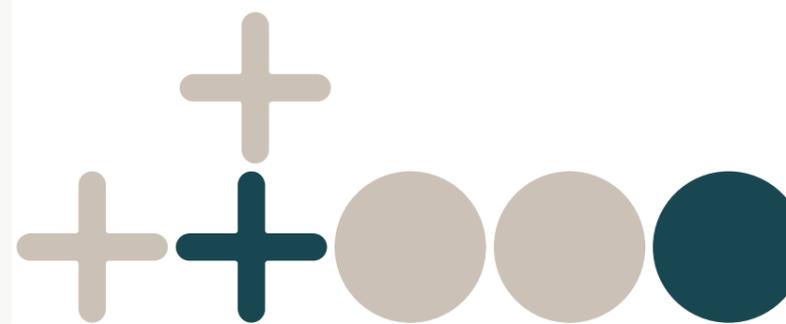
We have:

- Supported over 92% of our colleagues to complete the level 1 patient safety training by March 2023.



We will:

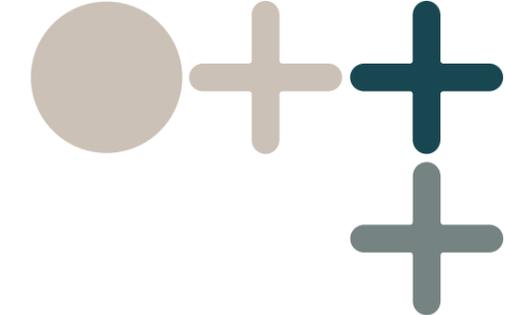
- Continue to support our new staff to access level 1 patient safety training and encourage colleagues to complete level 2 training in patient safety.





Priority three - To be compliant with national standards of healthcare cleanliness on all sites by November 2022

The NHS has implemented a mandatory requirement to introduce new national standards of healthcare cleanliness from November 2022. This standard also applies to independent providers of NHS care. The new standard replaces the 2007 national specifications for cleanliness in the NHS published by the National Patient Safety Agency. The aim of this standard is to provide public confidence in the services they are being treated in.



We said we would:

- Develop a project plan to meet the requirements of the new standard
- Create a commitment to the Cleanliness Charter
- Produce a cleaning schedule for all our services
- Review our cleaning audits to ensure they meet the required specification
- Provide star ratings for all our services.



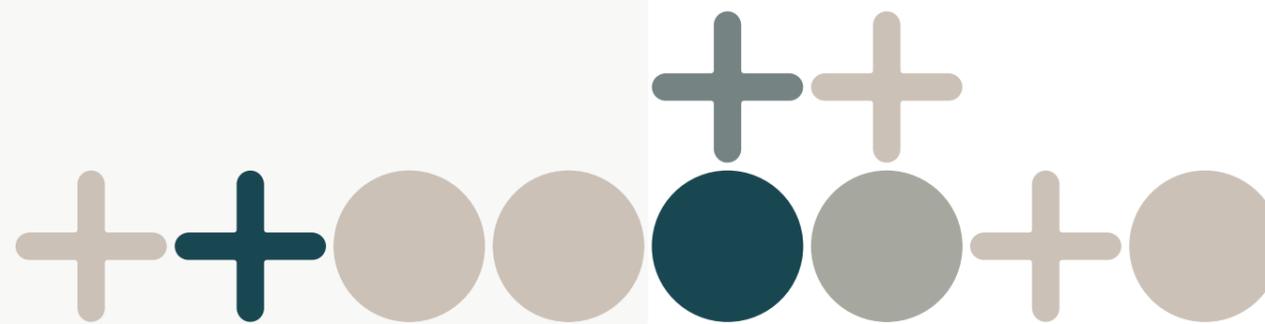
We have:

- Delivered all the above actions.



We will:

- Continue to meet the requirements of the national cleaning standards across all our services.





Priority four – To invest in resources to enable line managers to effectively support and develop our colleagues



We said we would:

- In conjunction with our registered managers, review our statutory and mandatory training framework
- Procure a new learning management system (LMS) that supports our managers to ensure a high degree of compliance with 'slick' reporting for statutory and mandatory training
- Procure a platform to support medical appraisal and revalidation to ensure an excellent experience for our connected doctors
- Review our core people development offer, including expanding our patient experience programme
- Partner with educational establishments to advance our apprenticeship programme and grow our own clinical workforce for the future.



We have:

- Led a working group of colleagues from across the business to review our mandatory training matrix, ensuring colleagues in all staff groups received training relevant to their role
- Progressed definition and delivery of a new LMS to improve access and reporting around mandatory training, as well as an enhanced experience for online training and booking. This project has been delayed but will launch in mid 2023/4
- Delivered a new platform/service for medical appraisals for connected doctors, enabling a better experience for them and simplifying our designated body obligations
- Increased the availability of information available online internally through the ongoing development of SharePoint sites as part of our intranet, including launching the Apprenticeship Zone and Career Pathways
- Taken action to simplify and improve access to information/ documents in our electronic HR system in conjunction with the HR network
- Reviewed our core development offer and delivered enhanced training around patient experience, call handling, dealing with conflict, and various team development solutions, including Insights, across the business
- Developed/ piloted a new approach to systems training as part of our electronic patient record project and relaunched our 'Train the Trainer' programme with an average feedback rating of 4.8/5 stars for part one
- Rolled out a series of deaf awareness and sign language workshops
- Established partnerships with nine educational establishments, offering a range of apprenticeships and professional qualifications. We launched a new Apprenticeship Zone in February 2023 as part of our National Apprenticeship Week campaign to celebrate apprentices in Newmedica and raise awareness
- Formally launched our scrub technician programme, a new virtual induction for theatre colleagues, and we're piloting a new training programme for theatre assistants, with full launch due in Q2 2023/4.



We will:

- Launch our learning management system in 2023/24
- Pilot a new training programme for theatre assistants.



15. Our priorities for 2023/24

We have three key priorities for 2023/24, which will be monitored through our quality improvement forum.



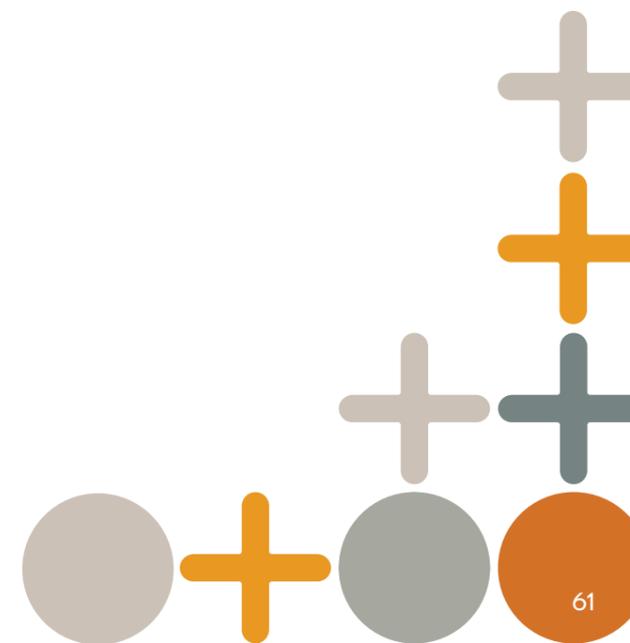
To continue our journey of adopting the Patient Safety Incident Response Framework



Implement a new technology solution to improve learning across our organisation



To invest in our learning and development teams and offer to continue to build capabilities for the future





Priority one – To continue our journey of adopting the Patient Safety Incident Response Framework

Objective:

To transition to the Patient Safety Incident Response Framework from our current incident framework.

We aim to:

- Create a patient safety implementation plan to identify our risks and to determine where we need to undertake patient safety incident investigations
- Obtain board and ICB sign-off for our patient safety implementation plan
- Train our colleagues to have the right knowledge and skills to report all patient safety incidents and undertake local reviews
- Appoint and train patient safety specialists to undertake patient safety incident investigations
- Review and update our incident management policy to ensure it's in line with the framework.

Monitoring achievement:

- Ongoing monitoring will be conducted via our quality improvement forum and our executive committee.



Priority two – Implement a new technology solution to improve learning across our organisation

Objective:

To implement a new cloud-based governance platform which will improve reporting, and provide risk oversight and assurance to help drive quality improvements.

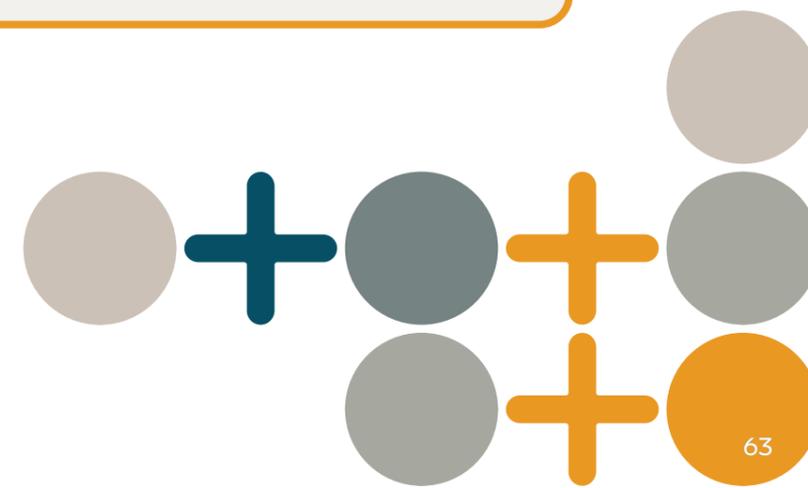
We aim to:

Procure a digital platform which acts as a landing page:

- For our complaints and incidents, compliant with national reporting requirements and which facilitates a systems-based approach to learning
- To record our audits and monitor our action plans
- To enable us to develop and automate compliance reporting
- To implement a risk information management system which captures organisational risks and facilitates multidisciplinary management of control measures
- To track our claims and subject access requests.

Monitoring achievement:

- Ongoing monitoring will be conducted via our quality improvement forum and our executive committee.





Priority three – To invest in our learning and development teams and offer to continue to build capabilities for the future

Objective:

To define and launch the Newmedica Academy.

We aim to:

Take the following steps to achieve our objective:

- Expand our learning and development teams
- Continue to advance our offer to support the NHS and offer placements to doctors in training
- Develop our management and leadership development offer to build leader capabilities for the future
- Scope accreditation options for our clinical programmes and produce a plan for implementation
- Build and develop content in our learning management system to make it a one-stop shop for learning.

Monitoring achievement:

- Ongoing monitoring will be conducted via our medical advisory committee and our quality improvement forum.



