

# Newmedica Quality Report 2020-21



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# About Newmedica

Newmedica is one of the leading providers of ophthalmology services in England and our vision is to change lives through better sight and eye health. We want to do this to make a positive difference to our patients and their families and friends and we promise to use our expertise and compassion to help people feel special, reassured and cared for.

We provide both NHS-funded and privately-funded ophthalmology services. For the NHS, we are contracted by NHS Clinical Commissioning Groups (CCGs), NHS Trusts and NHS Foundation Trusts, and other providers of NHS-funded services. For private patients, we are recognised by all major private medical insurance (PMI) companies and serve self-funded patients.

In 2020/21, we delivered 82,775 patient interactions, including outpatient appointments, diagnostic testing and eye surgery. At this level of activity, Newmedica is one of the largest providers of NHS-funded ophthalmology services.

Our organisation is decentralised, with services being delivered through a variety of models including Managed Services and Ophthalmology Joint Venture (OJV) Partnerships. As at 31 March 2021, we operated 26 NHS contracts across 24 sites.

These sites include a hospital, primary care centres and stand-alone, community-based eye surgical centres. All services are assisted 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

# 1. Managing Director's statement on quality

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I am delighted to present our 2020/21 Quality Report, which outlines our quality achievements over what has been an extremely challenging year for all those working in healthcare.

I am immensely proud of the contribution our teams have made to delivering high quality NHS care during the COVID-19 pandemic and the way they have all embraced the rapid changes needed to keep them working safely and to protect our patients.

We reviewed and optimised all our clinical pathways to maximise control of infection and the safety of patients and colleagues. We changed to virtual consultation where clinically possible, implemented a one-stop cataract service and streamlined diagnostic pathways for glaucoma. Ensuring patients' eye health was not compromised during this period was paramount and our local teams took responsibility for risk stratification of all patients under our care to minimise any clinical risk.

Navigating the pandemic has strengthened our working relationships with NHS acute providers and commissioners and has showcased local partnership working in the best interests of patient care.

We were proud that, despite these many challenges, we opened our sixth dedicated surgical centre in Ipswich, Suffolk during August 2020. This flagship building was designed around the patient journey.

It encompasses an outpatient suite and bespoke ophthalmic theatre.

During 2020, we also opened three new surgical sites and now deliver Newmedica services in Frome in Somerset, Wakefield in West Yorkshire and Brigg in Lincolnshire. These sites provide outpatient and surgical care closer to patients' home and work.

Our delivery over the last twelve months would not be possible without the support of all the individuals who worked for Newmedica during the year. Their expertise, dedication and commitment are our greatest strengths.

This report contains many indicators that demonstrate the quality of the care and service provided by our colleagues. I encourage you to read the report and to see the range of measures that are in place to sustain and raise quality and improve the patient experience.

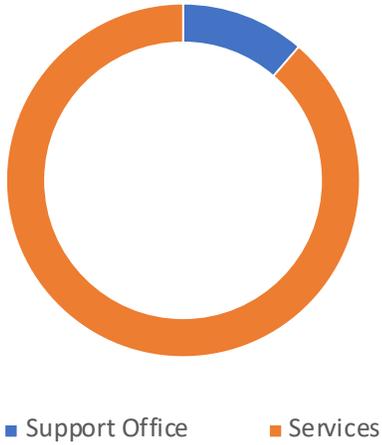
## 1.1 Accountability statement

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

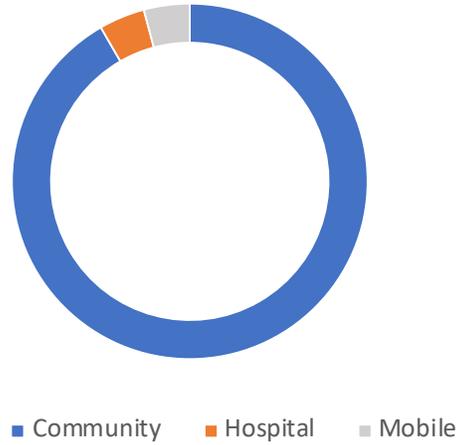
**Rebecca Lythe**  
Managing Director

## 1.2 Newmedica service overview

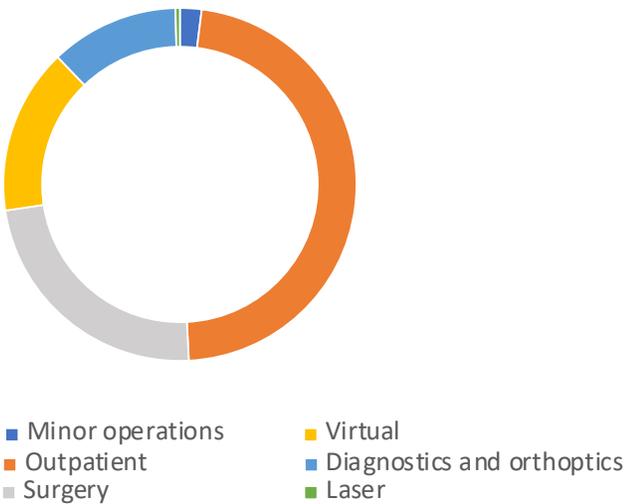
Staff - 458 people



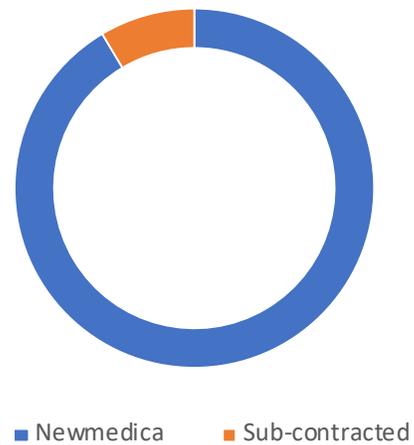
Locations by type - 24 locations



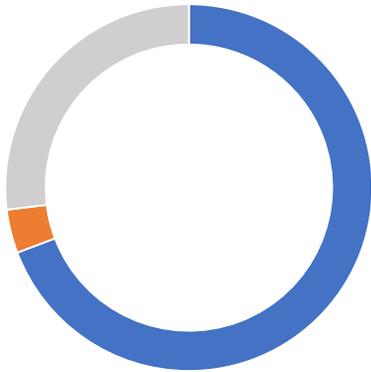
Activity by type - 82,775 interactions



Type of activity - 82,775 interactions

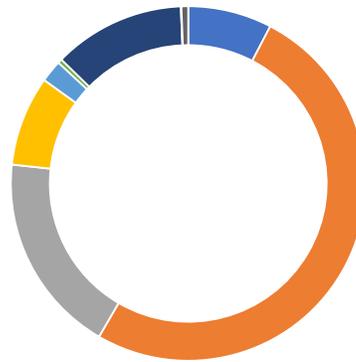


Services by type of contract - 26 services



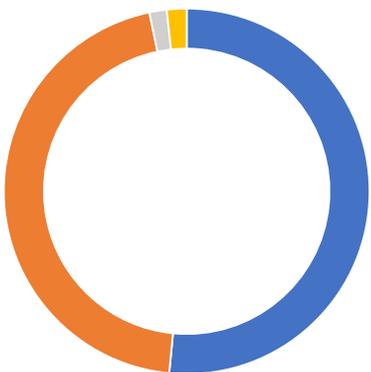
- CCG Contract
- Independent Provider Sub-contract
- NHS Trust Sub-contract

Activity by type - 82,775 activities



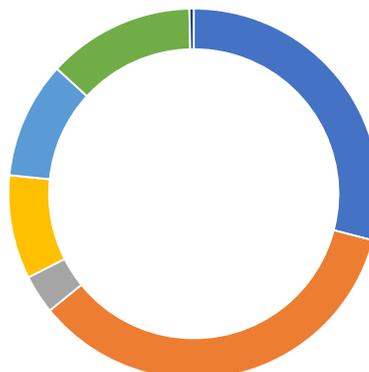
- Age-related macular degeneration
- Glaucoma
- Diagnostics and orthoptics
- Cataract
- Minor operations
- Oculoplastics
- General
- Retina
- Laser

Employed vs Clinical Bank - 443 staff



- Employed
- Clinical Bank
- Non-Clinical Bank
- Secondment

Clinicians by type - 265 staff



- Consultant Ophthalmologist
- Optometrist
- Nurse
- Operating Department Practitioner
- Associate Specialist
- Clinical Support Staff

## 2. Statement of assurance

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### 2.1 Integrated governance framework

Newmedica's mission is to deliver patient care to the highest standards possible.

We achieve this through a structured governance process which quickly identifies opportunities for improvements in clinical and support services, which we can then implement.

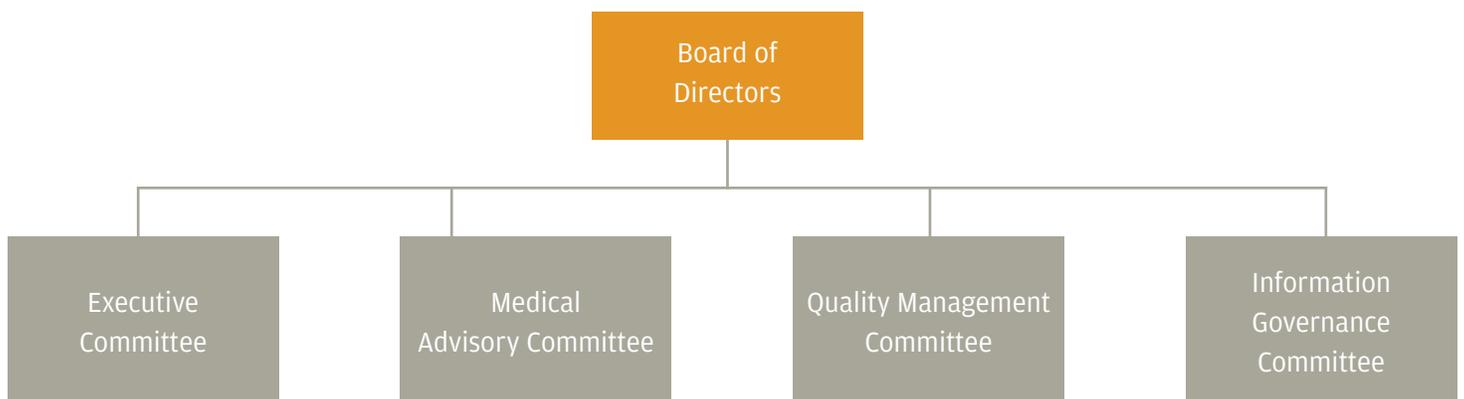
Newmedica's governance methodology is to control quality through a set of structured processes, ensuring that the required standards are achieved. The team identifies risks and issues, analyses the root causes of sub-standard performances and takes steps to identify improvements, while sharing best practice across all clinical teams.

Healthcare governance is concerned with matters that impact upon the quality of clinical and related services provided to our patients. This is a wide-ranging area, including subjects as diverse as recruitment of suitable staff, patient experience, provision of an appropriate environment, safety of clinical practice and confidentiality of records.

A formal risk management process is in place throughout the governance committee structure to ensure a clear line of sight of all risks potentially affecting the organisation and their mitigation.

### 2.2 Integrated governance structure

Newmedica is committed to safety and has a governance structure that ensures it is a constant consideration.



## 2.3 A framework for the measurement and monitoring of safety

The framework for the measurement and monitoring of safety is essential to supporting the delivery of high-quality patient care. The framework consists of five considerations that we refer to as 'dimensions', each with its own set of measures. We use data to support discussion at our governance forums and to drive improvement in these dimensions.

### **Has patient care been safe in the past?**

Newmedica has the following systems in place to monitor the safety of care:

- Harm assessments / Risk assessments
- Incident reporting
- Feedback from patients
- Monitoring infection rates
- Monitoring complication rates

### **Are our clinical systems and processes reliable?**

We can gain this assurance from our key governance meetings and review our:

- Quality assurance audits
- Action plans
- Risk assessments
- Key performance indicators

### **Is care safe today?**

Newmedica has the following in place to ensure our care is safe:

- Freedom-to-speak-up culture
- Leadership visibility across services
- A programme of national and local training for colleagues
- Designated local and national safety leads

### **Will care be safe in the future?**

We manage this through:

- Risk registers
- Safety culture analysis
- Safety training rates
- Sickness absence rates
- Appraisal rates

### **Are we responding and improving?**

Sources of information we learn from at a board level include:

- Dashboards and reports with indicators, set alongside financial and access targets
- Compliance outcomes from audits and action taken
- Staff feedback
- Incidents and complaints at local and national level

This framework has been drawn from The Health Foundation April 2014 Vincent C, Burnett S, Carthey J.

*The measurement and monitoring of safety.*

## 2.4 Contracting

### 2.4.1 NHS patients

Newmedica provides care for NHS-funded patients via a range of contracts with NHS organisations. The NHS Constitution and NHS Standard Contract, along with associated guidance, forms the basis of the NHS services we deliver. These requirements flow down to any sub-contractors that are used.

### 2.4.2 Private patients

While Newmedica is not within the scope of the Private Healthcare Markets Order 2014, we report data to the Private Healthcare Information Network on a voluntary basis, in the interests of transparency.

## 2.5 Reporting systems

Newmedica uses a cloud-based reporting and workflow system across the organisation to help monitor quality and compliance within our services.

## 2.6 Participation in clinical audits and national confidential enquiries

During 2020/21 Newmedica did not participate in national clinical audits or national confidential enquiries. Submissions to the National Ophthalmology Dataset, the annual cataract audit administered by the Royal College of Ophthalmology will commence in May 2021.

A regular programme of internal audits is undertaken as part of our quality assurance strategy. The findings are then compared to the benchmark of standards and guidelines set by relevant national bodies such as the Royal College of Ophthalmologists (RCOphth) and the National Institute for Health and Care Excellence (NICE). All audits are presented and discussed at the Medical Advisory Committee.

The clinical audits that are undertaken and reviewed are:

| Title  | Guidance     | Frequency | Standard  | Result |
|--|--------------|-----------|---|--------|
| Cataract: posterior capsular rupture                                       | NICE/RCOphth | Monthly   | <1.8%   | 0.46%  |
| Cataract: biometry accuracy in cataract surgery                            | NICE/RCOphth | Monthly   | 85% of patients within +/-1D to target refraction | 91%    |
| Medical retina: visual stability after injections for macular degeneration | NICE         | Monthly   | >80%  | 87%    |

In addition to clinical audits, operational and process audits are carried out and reviewed by governance forums.

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

## 2.7 Research

Newmedica Middlesbrough has participated in two monitoring initiatives this year:

- Supporting patients who have a history of diabetic retinopathy to attend for one funduscopy appointment
- Providing ulcerative colitis patients with an optical coherence tomography (OCT) scan to determine the presence of macular degeneration

## 2.8 The Commissioning for Quality and Innovation (CQUIN) framework

The CQUIN payment framework enables commissioners to reward providers by linking a proportion of income to the achievement of national and local quality improvement goals. In 2020/2021, the national CQUIN value was set at 1.25% of NHS contract income. However, due to the pandemic, reporting on quality indicators was suspended nationally.

## 2.9 Registration with the Care Quality Commission

Newmedica has been registered with the Care Quality Commission (CQC) since 2012. Newmedica and each Newmedica Ophthalmology Joint Venture (OJV) partnership entity is registered as a provider.

In August 2020, Newmedica opened a sixth OJV site in Suffolk.

Due to the pandemic, CQC inspections were suspended in 2020/21 and were replaced by Transitional Monitoring Reviews (TMR). The TMRs focus on safety, effectiveness of leadership within a service and access to

services. All our services received a TMR and the feedback we received from CQC noted there were no concerns about the way we run our services and Newmedica was deemed a low-risk provider.

No Newmedica provider entity has any CQC restrictions in place.

The Care Quality Commission has not taken any enforcement action against Newmedica during 2020/21 or any previous year.

Newmedica has not participated in any special reviews or investigations by the Care Quality Commission in 2020/21.

Our current CQC inspection ratings are:

|   |                                    | Safe                 | Effective | Caring | Responsive | Well led    | Overall rating |
|---|------------------------------------|----------------------|-----------|--------|------------|-------------|----------------|
| Newmedica - Services managed from London support office | Outpatients and diagnostic imaging | Good                 | Good      | Good   | Good       | Good        | Good           |
| North Derbyshire Community Ophthalmology Service        | Outpatients and diagnostic imaging | Requires Improvement | Good      | Good   | Good       | Good        | Good           |
| North Derbyshire Community Ophthalmology Service        | Surgical                           | Good                 | Good      | Good   | Good       | Good        | Good           |
| Lincolnshire Community Ophthalmology Service            | Surgical                           | Good                 | Good      | Good   | Good       | Outstanding | Good           |

## 2.10 Information governance assessments

### 2.10.1 Data security and protection toolkit

The NHS Digital Data Security and Protection Toolkit was submitted on 30 Sept 2020 with all standards being met.

Data Security Awareness modules across Newmedica saw a 95% completion rate. Outcomes of the Staff Data Security and Protection Survey, which covered both employed and bank staff, were favourable across all 10 questions. It revealed that 99% of staff knew who to share data with, 99% knew how to use and transmit data securely and 100% took personal responsibility for handling data securely. In addition, 97% of staff knew how to report a security breach, 95% were happy that data was used legally and securely within Newmedica and 97% knew to whom questions should be asked about data security.

### 2.10.2 General Data Protection Regulation (GDPR)

As a result of Brexit and with effect from 1 January 2021, the UK stopped being part of the European Union and hence the EU GDPR ceased to protect the rights and freedoms of UK citizens regarding their personal information. Newmedica complies with the UK General Data Protection Regulation (UK GDPR), tailored by the Data Protection Act 2018. The organisation has continued to process map new projects, complete Data Protection Impact Assessments and review policy and training to ensure compliance at all levels. This is monitored through the Information Governance Committee and reported to the Board of Directors, which takes a keen interest in data security and protection.

## 2.11 Workforce and development

### 2.11.1 Revalidation

Newmedica is a designated body for the revalidation of doctors. A Responsible Officer (RO) and appraisal lead have been appointed. The RO, appraisal lead and appraisers are supported by the human resources team. Our appraisers are appropriately trained and all doctors have access to the RO for advice around revalidation requirements, continuing professional development (CPD) and other matters as required.

We continue to maintain a comprehensive database for revalidation of our doctors. In the last 12 months, we have attracted more contracted doctors who we are supporting through appraisal and revalidation. We maintain a database of our nurses' registration and revalidation dates and have processes in place to support the revalidation of nurses.

### 2.11.2 Freedom to Speak Up

Newmedica has a nominated Freedom to Speak Up Guardian and has an associated policy.

The Freedom to Speak Up policy commits the organisation to:

- Creating a climate where staff feel able to express their concerns easily
- Not tolerating the harassment or victimisation of anyone raising a genuine concern
- Giving a clear commitment to staff that any concerns raised will be taken seriously and investigated

- Ensuring that members of staff who raise a genuine concern will not be at risk of losing their job or suffering any form of retribution
- Protecting the identity of a member of staff who raises a concern by keeping it in confidence
- Responding formally within the timescales of this policy
- Reporting any incidents of fraud to the NHS Counter Fraud Services

In 2020/21 Newmedica have had no concerns raised under the Freedom to Speak Up policy.

### **2.11.3 Equality and diversity**

Newmedica is 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, belief or faith, social and employment status, HIV status, or gender reassignment.

Equality and diversity training is included in our mandatory training programme for all staff.

### **2.11.4 Staff induction, training, appraisal and supervision**

Newmedica provides a structured induction plan for key roles within services. For other roles, the human resources team works closely with line managers to plan and deliver a bespoke induction plan. All employees attend a corporate induction day, which includes information about Newmedica, its history, structure and people, with dedicated sessions on systems and processes. The completion rate for this training by employees is 100%.

Our bank staff receive a local induction at every site they work in. We run a yearly appraisal process with a mid-point review.

### **2.11.5 Workforce planning**

Our workforce is planned and monitored on an ongoing basis. In addition, there is a formal annual workforce review process, a twice-yearly people review and service level modelling to ensure appropriate staffing levels both within services and across support functions. At a service level, managers also monitor staffing levels in line with their capacity and demand planning. Forecasting takes place biannually, where capacity, demand and workforce are reviewed to ensure sufficiently trained individuals are in post to provide safe and sustainable services.

### **2.11.6 The NHS Workforce Race Equality Standard (WRES) and compliance with the Equality Act 2010**

Newmedica is committed to providing the best service possible to all of our patients and to enabling all of our employees to carry out their best work and develop rewarding careers.

The WRES is now mandated through the NHS standard contract and in the CCG Assurance Framework.

We continually work towards improving the collection of equality and diversity data alongside our work on the WRES.

In early 2020/21, we published an updated WRES Annual Report and Action Plan.

- We hold data for 57% of our employee workforce a 2% increase from 2019
- 13.61% reported their ethnicity as being black or minority ethnic

### **2.11.7 Celebrating and showcasing success**

Newmedica uses a number of mechanisms to showcase our successes. In 2020, we revised our internal communication strategy due to COVID-19. Throughout the first lockdown, we held regular business update events on Microsoft Teams with our partners, support office colleagues and managed-service based colleagues. We used these calls to celebrate success and have kept the format in place over the last year.

We also encourage leaders, line managers and colleagues to celebrate success from across the business through other communications channels, including our internal newsletters and via our new intranet system, VISION, and other SharePoint sites and communications channels.

All senior leaders make regular visits to services to understand their work and meet the teams. We also hold roadshow events where senior team representatives meet with specific teams for a social gathering to discuss the service and seek staff feedback. These visits were curtailed due to national restrictions but have now recommenced.

## 3. Review of our quality performance during 2020/2021

### 3.1 Safety

| Incidents           | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|---------------------|---------|---------|---------|---------|---------|
| Interactions        | 73,113  | 97,413  | 113,933 | 122,800 | 82,775  |
| Incidents           | 202     | 249     | 354     | 458     | 241     |
| Serious incidents   | 1       | 0       | 5       | 3       | 0       |
| Never events        | 0       | 0       | 0       | 0       | 0       |
| Incidents %         | 0.276   | 0.256   | 0.311   | 0.373   | 0.291   |
| Serious incidents % | 0.001   | 0       | 0.004   | 0.002   | 0       |
| Never events %      | 0       | 0       | 0       | 0       | 0       |
| Total %             | 0.278   | 0.256   | 0.315   | 0.375   | 0.291   |

| Incidents    | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------|---------|---------|---------|---------|---------|
| Interactions | 73,113  | 97,413  | 113,933 | 122,800 | 82,775  |
| Complaints   | 40      | 29      | 35      | 40      | 39      |
| Complaints % | 0.055   | 0.030   | 0.031   | 0.033   | 0.047   |

### **3.1.1 Incidents, serious incidents and never events**

In 2020/21 Newmedica had 241 incidents reported across our services.

The percentage of incidents against activity has decreased from the last reporting year. Due to the pandemic, some services closed in quarter 1 and reopened in quarter 2. This impacted our incident reporting, which slowly returned to normal levels by quarter 3 and we expect the percentage of incidents reported against activity to be in line with previous years in 2021/22.

All incidents undergo a formal investigation. Operational Directors and Service Managers are supported by their Quality and Patient Safety Lead and the Clinical Lead for that service. All incidents are discussed at the local service governance meeting to help identify the root cause and prevent recurrence.

Clinical incidents are also discussed by the Medical Advisory Committee, operational incidents by the Quality Management Committee and data incidents by the Information Governance Committee.

Dissemination of learning is key to prevention and is facilitated through operational forums, a Medical Advisory Committee bulletin and a monthly Governance newsletter.

### **3.1.2 Statement on duty of candour**

Being open and honest when things go wrong has been an integral part of incident management and patient safety culture development since the advent of the Being Open Framework developed by the National Patient Safety Agency in 2009. Newmedica has a very active reporting culture and incident reporting system which encourages staff to be open and transparent in reporting all incident types, both clinical and non-clinical. Our policy gives clear guidelines to staff around the process that needs to be taken in the event that an incident is reported that warrants the duty of candour to be undertaken.

### **3.1.3 Complaints**

Newmedica's 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 Newmedica's policy that all complaints are investigated thoroughly. Any necessary actions are taken to respond to failings, wherever possible, in a way that is open, transparent, fair, and satisfactory to all parties involved, with the aim that Newmedica learns and improves the quality of care for patients and carers.

Monthly complaint data is reported through our governance committees. Trend analysis of complaints is provided within the submitted reports.

During 2020/21, we have had 39 (0.047%) formal complaints compared to 40 (0.032%) in 2019/20, which is an increase in percentage against activity from previous years.

### Themes from complaints

The top three themes coming out of our complaints are related to clinical practice and procedure, communication and administration issues.

All clinical complaints are reviewed by a Clinical Lead to ensure each point has been addressed accurately.

Our ongoing target is to respond to complaints within 20 working days. Staff are supported with their investigations and the complaint process by the Quality and Patient Safety team. Learning from complaints is shared across all services with the Board of Directors receiving and reviewing an annual complaints report.

#### 3.1.4 Safeguarding of vulnerable adults and children

Newmedica is fully committed to providing the highest standards in protecting vulnerable adults and children. Newmedica achieve this by:

- Meeting the statutory requirements in relation to the Disclosure Barring Service and maintain safer recruitment practices

- Having safeguarding policies and systems in place which are up-to-date and robust
- All non-clinical staff have undertaken safeguarding training at level 1 and all our clinical staff have been trained to level 2
- Designated safeguarding leads are provided with additional training, are clear about their role and have sufficient time and support to undertake it
- All reports of safeguarding concerns are reported to the Quality Management Committee for discussion
- The Board of Directors receives an annual safeguarding report to review safeguarding across Newmedica

#### 3.1.5 Infection control

Newmedica complies with mandatory reporting of all alert organisms including MRSA, MSSA and *Clostridium Difficile*. There have been no reported cases of MRSA, MSSA or *Clostridium Difficile* within the Newmedica services during 2020/21.

Infection control audits are carried out as part of our ongoing audit programme. These include monthly hand hygiene audits across all our services. Education of staff is paramount. Staff undertake mandatory infection control training through e-learning or via face-to-face training. All our clinical staff receive an infection control annual update and office staff are required to complete updates every three years.

### 3.1.6 Antibiotic stewardship

As a single speciality organisation, the use of antibiotics is minimal. Antibiotics are used as the core treatment for our perioperative cataract surgery regime in line with best practice. Additional post-operative antibiotic eye drops are only prescribed on a case-by-case basis.

### 3.1.7 Central Alerting System (CAS)

The Central Alerting System (CAS) is a web-based cascading system for issuing patient safety alerts, important public health messages and other safety-critical information and guidance to the NHS and others, including independent providers of health and social care.

Newmedica has received 31 relevant alerts during 2020/21. All CAS alert information is disseminated to the services via the Quality and Patient Safety team and discussed at local governance meetings and, where relevant, by the Quality Management Committee or Medical Advisory Committee.

### 3.1.8 Medicines management

Given the single speciality delivered, Newmedica prescribes a very limited range of medication, all of which complies with national guidance for the specific condition and local formulary requirements. Newmedica contracts with a registered pharmacy service in an advisory and supply capacity. The advisory services include annual pharmacy audits, procurement support, Patient Group Directions/prescriptions, policy development and technical advice.

## 3.2 Quality

### 3.2.1 Patient feedback

The NHS Friends and Family Test (FFT) was created to help service providers and commissioners understand whether their patients are happy with the service provided, or where improvements are needed. It is a quick and anonymous way for patients to give their views after receiving care or treatment.

The FFT asks patients the following question:

*How likely are you to recommend our service to friends and family if they needed similar care or treatment?*

Patients can choose from five different responses:

- Extremely likely
- Likely
- Neither likely or unlikely
- Unlikely
- Extremely unlikely

During 2020/21, Newmedica received 4,383 responses across our services, of which 99% said they were 'extremely likely' or 'likely' to recommend the Newmedica service.

## Newmedica patient satisfaction survey

In addition to the FFT, patients are asked to grade five aspects of the Newmedica service, choosing from very poor to very good:

- How clean was the environment where you were treated?
- Did the clinic staff work well together?
- Were you treated with dignity and respect by the clinic staff?
- Were you involved with decisions about your care?
- Thinking about your recent visit, how was your experience of our service?

During 2020/21, we received 4,383 responses to the five questions, with the following distribution:

| Aspect of service     | Patient satisfaction |
|-----------------------|----------------------|
| Cleanliness           | 100%                 |
| Working together      | 99%                  |
| Dignity and respect   | 100%                 |
| Involved in decisions | 98%                  |
| Experience of service | 99%                  |
| Responses             | 4,383                |

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

### 3.2.2 Compliments

There have been 203 uploaded compliments onto Newmedica's online governance reporting system during 2020/21. 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. These are in addition to the feedback received through the Friends and Family Test via nhs.uk

Some examples are:

- *“Within the last six weeks, I have had both my eyes operated on due to cataracts and I would like to applaud the entire staff including nurses and surgeons. I could not have been treated any better anywhere in the world. I was put at ease the moment that I walked through the door. I was obviously nervous but never felt a thing. My eyesight is now first class. I can read newspapers without glasses now and it's a pleasure to drive.”*
- *“Many thanks for my care for the past few months. Everyone was efficient, friendly and professional. It has been a positive experience from start to finish.”*

- *“From initial contact to completion, I was treated with respect, understanding about my extreme anxiety and most importantly given time to discuss my treatment. The whole team was very professional and provided a calm and reassuring atmosphere. I have no hesitation in recommending Newmedica and would like to thank them all for the difference they have made to my life.”*
- *“My immediate reaction is with amazement with the whole process which was completely pain free, efficient and friendly.”*
- *“Just a brief note to thank you for completing the cataract operation on Tuesday and to say how impressed I was with the facilities and staff, from reception to the surgeon. The care and attention afforded me was exemplary.”*
- *“A big thank you for looking after me so well all year.”*
- *“Today, you performed a cataract procedure on my client...I am one of her carers. From the initial consultation through to the procedure itself, I have nothing but the highest praise for all aspects of the care she received and the consideration also given to me.”*
- *“Friendliness, professionalism and skill were afforded us and being allowed to accompany her was a privilege I am so grateful for and your kindness. I knew laser surgery was clever, but I have now witnessed just how clever. The surgeon was top notch. Thank you all so very much.”*
- *“I am writing to say thank you so much for restoring my sight. I attended your clinic and the care I received has worked wonderfully. I had my treatment last Monday and I can now see without using a magnifying glass and use my computer with speed and confidence.”*

### **3.2.3 Use of translation services**

Newmedica continues to recognise that a proportion of the population requiring our services may not have English as a first language. Newmedica is 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. All Newmedica services have links with local interpreters and translation services as well as access to LanguageLine and their InSight Video Interpreting technology. This supports patients with limited English and also those who are deaf or hard of hearing, enabling them to access our services fully.

### **3.2.4 Waiting times**

Newmedica believes in excellent access to its services for NHS patients. We therefore aim to better the 18-week Referral To Treatment which is guaranteed under the NHS Constitution. The temporary shutdown in elective care during the year, combined with a significant number of patients choosing to delay treatment, created an unprecedented pressure on waiting times during 2020/21. As part of our ongoing partnership with NHS providers, Newmedica received a significant number of transfers of patients from acute

NHS providers, often inheriting long waits. In the spirit of ensuring equity of access, patients transferred from existing NHS waiting lists were treated in chronological order, with new referrals not disadvantaging those patients waiting the longest for care.

Nevertheless, by the end of the year, we recovered to a position where 89% of patients had been waiting less than 18 weeks for their treatment to start. Further analysis shows that the remaining long waits are predominantly due to either patient choice or inter-provider transfer.

### 3.2.5 Cancelled operations

We have had no incidences reported of patients having their operations cancelled for non-clinical reasons more than once across our services. In the unusual event of any patient cancelled due to non-clinical reasons, all patients are rebooked within 28 days.

### 3.2.6 NHS England Nursing, Midwifery and Care Staff Framework

We must ensure that we are delivering quality of care as well as quality of treatment. Newmedica is a single speciality outpatient and day-case elective provider of care and within this service, we are committed to delivering safe, effective and compassionate care.

Delivery of exemplary care for our patients and looking after the wellbeing of our workforce are both essential to our ethos. We are all responsible for the care we deliver

every day and are committed to ensuring all our people work to the values and behaviours of NHS England's 6Cs - Care, Compassion, Competence, Communication, Courage and Commitment - and have these at the heart of all they do.

The 6C's are the core values of Leading Change, Adding Value (LCAV) - the national framework for nursing, midwifery and care staff within England. They complement Newmedica's vision statement:

*'Our Vision - Changing lives through better sight and eye health.'*

Our workforce strategy includes the health and wellbeing of staff, which we measure through our annual staff survey. This enables us to support our people in managing their own health and wellbeing with the aim that this will in turn enhance patient care.

### 3.2.7 Making every contact count

Making every contact count is a government initiative that encourages and helps people to make healthier lifestyle choices, in order to achieve positive long-term behaviour changes in their everyday life. Newmedica supports patients to make health improvements by encouraging good eye care and providing transformation care with the aim to prevent visual loss by:

- Working with community opticians to provide education and training in encouraging appropriate referral to specialist ophthalmology centres

- Making access to services easy for patients, providing care in bespoke, single, speciality services with low waiting times for elective care and appointment timescales which meet best practice for those with chronic eye conditions
- Providing information resources to patients to inform them about lifestyle choices which can impact eye health and maintain good eyesight
- Working with local opticians to provide community-based care, working in collaboration to provide care close to home by the local optical network, with the support of the Newmedica consultants

### **3.2.8 Integrating eyecare services – working with community optometrists**

We continue to work closely with community optometrists, to meet our aim of providing seamless patient care. We deliver accredited Continuing Education and Training (CET) events to the local optical community on an ongoing basis. These events cover the subjects of cataract surgery, Optical Coherence Tomography (OCT) and retinal surgery. During the pandemic, we have adapted these sessions by delivering virtual sessions.

During the autumn, we relaunched our Community Partnership Programme, working with local optometrists to deliver postoperative cataract reviews in the community, thus enabling a local follow-up appointment for our patients and continuity of care with their usual optical practice.

### **3.2.9 Feedback to referrers on referral quality, feedback capture and improvements**

To help reduce inappropriate referrals and to support and improve patient pathways, Newmedica regularly feed back any

comments regarding referral information. The feedback provided helps ensure referrals contain the right information to ensure patients receive the right treatment and care.

## **3.3 Workforce**

### **3.3.1 Staff engagement**

In 2020/21, our focus on employee engagement was driven by the need to adapt due to the pandemic.

We reviewed our communication channels and focused on keeping people informed when people were not physically able to be together and services ceased for a period.

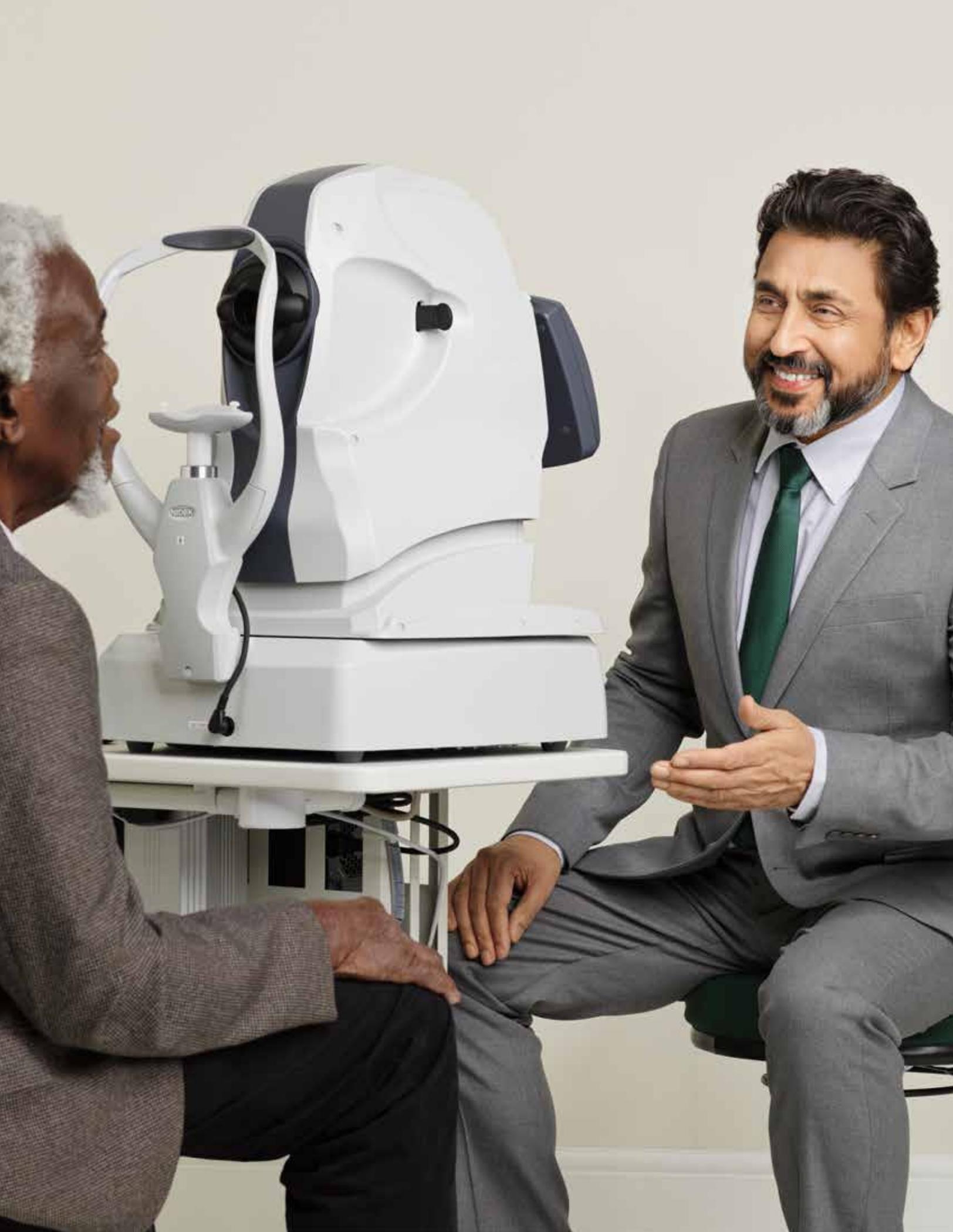
We have reviewed our approach as the year has progressed and we have pivoted according to changes in restrictions, our working environments and demand for our services.

We have reviewed all of our groups and forums with the aim of making them more efficient and effective and to enable debate around important issues that turn to action. We have regularly reviewed our COVID-19 safety measures, including the introduction of vaccinations and employee testing as early as was possible.

We have reviewed our workforce structures across the business with the aim of developing a workforce that enables sustainable growth and an excellent level of support to our services. This is underpinned by our strategic people pillar, Family, which focuses on recruitment, development and engagement of our teams.

### **3.3.2 Smoke-free sites**

All Newmedica services are delivered on smoke-free premises.



## 4. Update on our priorities for 2020/21

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In 2020/21 Newmedica had four key improvement priorities:

- Develop sight loss champions for each of our services
- Review patient letters generated from our electronic patient records, to ensure they are written in layman's terms to support patient understanding
- Instil confidence in our patients during the COVID-19 pandemic
- To improve the health and wellbeing provision at Newmedica for the benefit of colleagues

### 4.1 Priority one – develop sight loss champions

#### **We said we would:**

- Nominate sight loss champions in each of our services to act as campaigners for supporting patients with sight loss in our services
- Train our clinical staff in sight loss awareness to give them a better understanding and improve our patient experience
- Ensure all our services have developed links with their local sight loss charity

#### **We have:**

- Established sight loss champions in each of our services
- Created links with sight loss charities to obtain resources and training for clinical staff in order to support our patients

#### **We will:**

- Continue to provide ongoing training to our clinical staff in sight loss awareness, in order to improve our patient experience

### 4.2 Priority two – review patient letters

#### **We said we would:**

- Ensure the content of our letters were written in a way that our patients can understand
- Change our process so that letters are addressed to the patient and copied to the GP rather than the other way around

- Seek feedback from patients and referrers to ensure the letters are fit for purpose

#### **We have:**

- Reviewed the content of our letters to ensure patients can understand the information
- Made changes to our IT system to enable us to address outcome letters directly to our patients
- Reviewed feedback from patients and referrers about letters and discussed the comments within our governance meetings to determine if further amendments are required

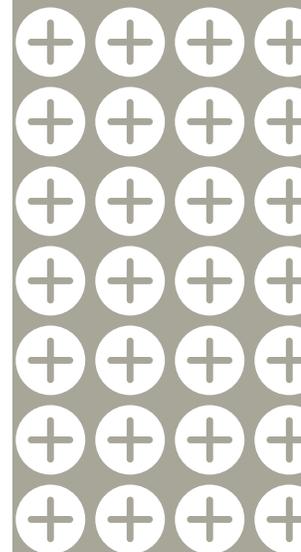
#### **We will:**

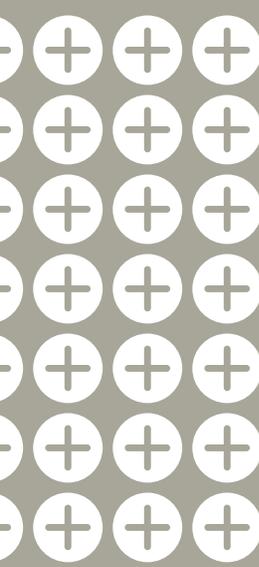
- Continue to review feedback to help us determine if improvements are required

### 4.3 Priority three – instil confidence in our patients during the COVID-19 pandemic

#### **We said we would:**

- Review and redesign our clinical pathways to reduce face-to-face patient interaction where possible and use electronic technology for online consultations
- Develop patient information to ensure patients are informed about the measures we are taking to reduce risk
- Ensure we have a robust infection prevent control policy in place that staff follow





**We have:**

- Reviewed and redesigned our clinical pathways to ensure patient safety during the pandemic
- Reviewed our patient information and methods of communication to ensure our patients are informed
- Undertaken ongoing reviews of our infection control policy so it is in line with government advice

**We will:**

- Continue to review our pathways, policies and patient information to ensure we are delivering safe and effective care

**4.4 Priority four - to improve the health and wellbeing provision for the benefit of the staff**

**We said we would:**

- Provide and maintain an easily accessible set of resources for all staff to access
- Promote health and wellbeing in line with recognised national campaigns (for example, Mental Health Awareness Week, Stress Awareness Month, Anti-Bullying Week)
- Encourage take up of flu vaccination
- Provide and promote an employee assistance programme through Employee Care
- Seek and act on feedback from colleagues regarding the support they would like to receive for their health and wellbeing
- Ensure workplace safety by reviewing ways of working across all workplaces, in line with COVID-19 guidance
- Review internal communication to ensure colleagues were supported and connected when remote working

**We have:**

- Launched and developed a dedicated online health and wellbeing platform

- Promoted health and wellbeing in line with national campaigns - Mental Health Awareness Week, On Your Feet Britain - and have developed a calendar of activities to continue this work throughout 2020/21
- Recruited a team of Wellbeing Ambassadors from across the business to support the promotion of wellbeing initiatives within our services
- Encouraged take up of flu and COVID-19 vaccinations
- Launched a new employee assistance programme, WeCare, enabling access to personalised advice and care, including nutrition, fitness and counselling, as well as access to a private GP service and financial and legal advice
- Designed and promoted a series of development sessions aimed at supporting wellbeing, covering topics including mental health awareness, managing mindset and adaptability
- Reviewed our employee benefits with a focus on wellbeing
- Focused on wellbeing at virtual team events and encouraged line managers to have open conversations with their teams and offer support accordingly - depending on work location and specific need
- Continually reviewed our workplace safety by reviewing ways of working across all workplaces, in line with COVID-19 guidance and implementing twice-weekly COVID-19 testing in services
- Run a ways-of-working survey, in August and April, to inform plans for reopening the Support Office

**We will:**

- Continue to monitor progress and achievement via our internal communications channels and forums, enabling feedback and action

## 5. Priorities for 2021/22

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Newmedica has four key priorities for 2021/22. Our priorities will be monitored through our Quality Management Committee.

- Support for carers and promoting Carers Week
- Develop a green plan
- Review and act upon our patient feedback
- Develop the skills, knowledge and engagement of our teams

### 5.1 Priority one - support for carers and promoting Carers Week

Around 6.5 million people in the UK are carers, looking after a parent, partner, child or friend. A carer is someone who provides unpaid care and support to a family member or friend who has a disability, illness, mental health problem or who needs extra help as they grow older.

#### **Objectives:**

- To be able to understand how we can support carers who visit our services
- To recognise staff members who are carers, in order to ensure they are supported to balance their personal responsibilities with those at work
- To pledge our support as a company during Carers Week

#### **We aim to:**

- Pledge our support on the Carers Week website
- Post on social media that we are supportive of carers and promote Carers Week
- Display information in services to alert carers who may need additional support
- Highlight the support available for colleagues who are carers - through our health and wellbeing initiative
- Reintroduce our carers survey to understand how we can support carers

- Suggest carers' champions in services
- Recognise staff who have carer responsibility by saying thank you to them during Carers Week

#### **Monitoring achievement:**

- Feedback from the services to the Quality Management Committee will be provided on a quarterly basis

### 5.2 Priority two - develop a green plan

All organisations supplying services to the NHS have a responsibility to provide high quality health care, while protecting human health and minimising negative impacts on the environment.

#### **Objective:**

- To take a coordinated, strategic and action-orientated approach to sustainability

#### **We aim to:**

- Evaluate our estate to understand our carbon footprint from our gas and electric usage and work with our suppliers to understand how we can reduce our footprint or offset it
- Complete an audit of all waste disposal across the business and use the results and the support of our suppliers to form a new waste disposal policy



## 5. Priorities for 2021/22

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- Explore our policies around travel to see if we can change the culture of driving to meetings or between sites
- Reduce our paper usage to help reduce our carbon footprint by improving our electronic patient record and offering a digital option for patient feedback
- Review our 'new build' process for new sites to look into the products we use, the contractors we use and their environmental impact

### **Monitoring achievement:**

- Monitoring of the priority will be fed back to the Quality Management Committee and the Executive Committee

### 5.3 Priority three - review and act upon our patient feedback

#### **Objective:**

- To ensure we are supporting and listening to our patients and acting on feedback to improve our care delivery

#### **We aim to:**

- Review all our patient feedback and identify themes
- Ensure services review their feedback and act upon negative comments in order to improve patient experience
- Gather feedback from at least 10% of our patients from each of our services
- Reinstate patient-listening groups to understand how we can improve our services

#### **Monitoring achievement:**

- Ongoing monitoring will be conducted via the Quality Management Committee and Executive Committee

### 5.4 Priority four - develop the skills, knowledge and engagement of our teams

#### **Objective:**

- Enable our people to develop their careers to enhance job satisfaction, retention and a better level of care for our patients

#### **We aim to:**

- Review our equality and diversity strategy and set clear and achievable goals
- Deliver a non-clinical learning and development strategy, focusing on individual and team development
- Conduct a group-wide employee engagement survey
- Complete the rollout of our new Train the Trainer, Ophthalmic Technician and theatre training programmes
- Deliver an apprenticeship strategy
- Support the training of junior doctors in all of our surgical centres
- Continue to evolve our wellbeing programme, working closely with the wellbeing ambassadors to gain feedback to improve our offer
- Review our occupational health service

#### **Monitoring achievement:**

- Ongoing monitoring will be conducted via the Medical Advisory Committee, Quality Management Committee and Executive Committee

Welcome to

# Newmedica

Eye Health Clinic  Surgical Centre



## 6. Annex 1 - Statements of support from partner organisations

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### **North East Lincolnshire Clinical Commissioning Group**

*The North East Lincolnshire CCG has worked with Newmedica for many years, addressing capacity issues within ophthalmology locally, but the last year has highlighted even more difficulty in supporting the local acute system to deliver outpatient follow-ups and some surgical capacity, as COVID-19 restricted access and the recovery for patients.*

*Working closely between the two local CCGs, The Trust and Newmedica, a small team of people had oversight and directed the work, with Newmedica being able to react rapidly to issues as they arose. Funding issues were addressed at the start and suitable senior staff involved at all levels to quickly address situations which arose that needed to be addressed.*

*The overall benefit at this difficult time highlights future work that can be jointly delivered under the structures of the local contracts and the future developments of the Increasing Capacity Framework structures. Flexibility by all partners and the willingness to do all we can to treat patients as safely and quickly as possible was evidence of useful joint working.*

Eddie McCabe, Assistant Director - Contracting and Performance

### **Leicester City, Leicestershire and Rutland Clinical Commissioning Groups**

*LLR patients benefited from a swift restart of elective cataract services following the initial COVID-19 suspensions. Effective and constructive collaboration between Newmedica and other system providers enabled us to identify backlogs of patients whose treatment was delayed due to COVID-19 and to match them to the next available surgical capacity across any of the system providers to deliver swift access to surgical pathways in a COVID-secure way. Communication with patients was critical to facilitating transfers across the providers, and the Newmedica team worked effectively, not only in reassuring patients about the infection prevention safeguards in place but also with the booking teams and the other providers on the logistics of patient transfers, to optimise the use of capacity and to ensure our local patients received the best possible care.*

Dr Jo McKenna, Head of Contracts and Procurement

