

Innovation Through Collaboration

Primary
+ Eyecare

Our Strategy 2024–26



Foreword



Rt Hon Dame Janet Paraskeva, Primary Eyecare Services Chair



Dharmesh Patel, Primary Eyecare Services Chief Executive

Welcome to our new strategy for Primary Eyecare Services – the lead provider of NHS primary and community eye care services.

At the heart of our vision is the belief that innovation can be achieved through collaboration. We recognise that the challenges ahead, such as evolving NHS policies, emerging technologies, and financial constraints, demand a proactive approach.

In this strategy, we lay the foundation for continued success by embracing change and seizing opportunities. We are committed to working closely with our partners; optometry practices, Local Optical Committees and the NHS, to transform the way eye care is delivered.

The past year has seen us collectively reach more than 700,000 patients utilising the network of optometry practices to deliver enhanced primary and community eye care services.

These services have seen utilisation of the entire practice team – optometrists, contact lens opticians, dispensing opticians and support staff, to deliver care across a whole range of eye care services supporting NHS urgent and emergency care, NHS elective care and NHS primary care. All this whilst supporting the NHS objectives to reduce health inequalities.

Our aim is to foster a culture of innovation, where ideas are nurtured, and best practices are shared. By collaborating with optometry practices and others, we will harness their expertise and combine it with our own to develop and deliver solutions that improve patient outcomes and experiences.

Throughout the strategy period, we will be working alongside Local Optical Committees to navigate the evolving NHS landscape, adapt to emerging technologies, and work to ensuring services are viable within the financial pressures faced by local optometry practices and the NHS at large. We see these challenges as catalysts for growth, not obstacles to overcome.

By embracing change and pushing the boundaries of what is possible, we will not only survive but thrive in this ever-changing environment. Our unwavering commitment to excellence and our determination to provide the highest standard of eye care will drive us forward.

This strategy sets the stage for the next phase of innovation, collaboration, and patient-centred care. We invite you to join us on this exciting journey as we work together to shape the future of eye care services in the NHS.

Dame Janet Paraskeva, Chair Dharmesh Patel, Chief Executive

Our Purpose

Working together with optometry practices and patients to deliver excellent eye care in all the communities we serve.

Who We Are

Primary Eyecare Services is a not-for-profit lead provider of NHS primary and community eye care services.

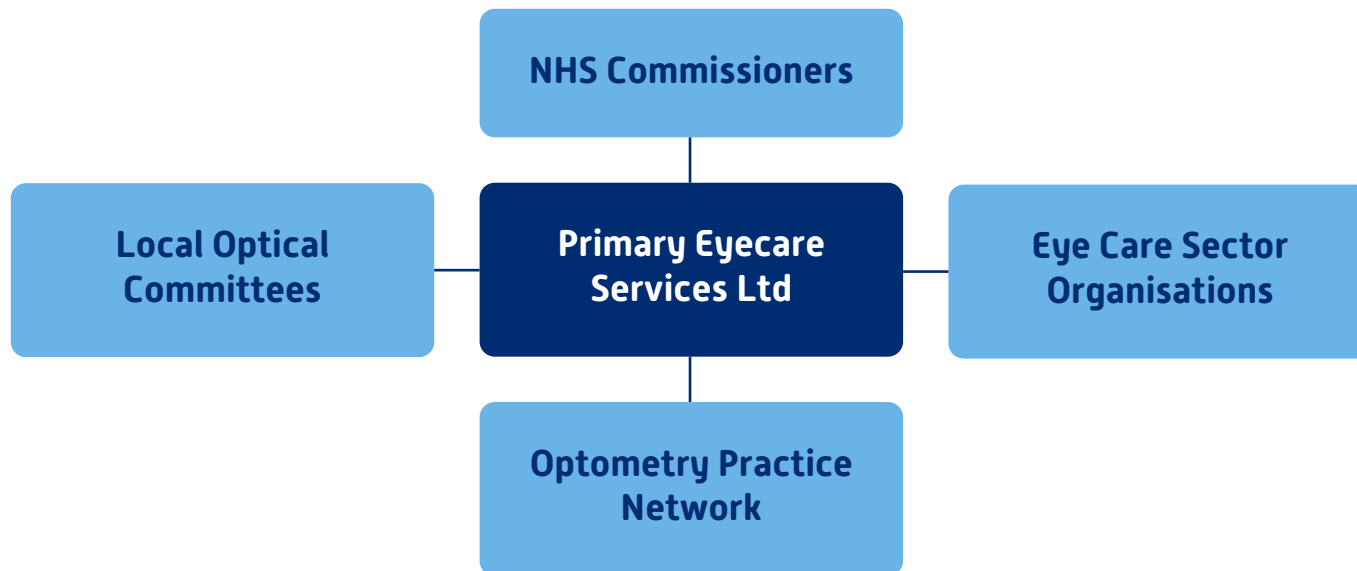
We have been dedicated to the delivery of NHS eye care services since our inception in 2012. Over the years, our organisation has grown through the steady consolidation of smaller primary eyecare companies and more recently, adopting a pivotal role in supporting NHS urgent eye care services throughout the pandemic. Today Primary Eyecare Services stands as the largest lead provider of NHS primary and community eye care services in England.

We work closely with Local Optical Committee and optometry practice partners, along with NHS commissioners and hospital colleagues to support the delivery of care to patients in local communities.

We currently have a network of over 2,300 optometry practices.

Our organisation's success is rooted in our deep appreciation for people. Our staff members and the practice workforce bring a diverse range of talents, experiences, and expertise to the table. Each individual plays a crucial role in realising our collective vision of ensuring the highest quality health and care for everyone. By uniting the skills and knowledge amongst our teams and partners, we can accomplish even more.

Primary Eyecare Services is a values-based organisation. Our values ensure we remain mission focussed and guide us in our collaborative work with system partners, the NHS and most importantly – with patients.



Our values:

Patient Centred

At the heart of everything we do is the provision of safe, effective and compassionate eye care provided to the highest standards always putting patient's interests, preferences and priorities first.

Collaborative

Bringing innovation and drive into all our work with stakeholders, partners and colleagues while continuously aiming for the betterment of the scope and scale of primary and community eye care provision.

Inclusive

Welcoming and embracing everyone's differences and ensuring everyone has an equal opportunity to access primary and community NHS eye care services.

Trusted

Acting with integrity and honesty, to be accountable and responsible in everything we do.

Sustainable

Creating a long-term financial and climate-resilient environment in which we can all thrive.

Our Strategy

The five pillars of excellence that comprise the framework of our strategy will ensure we are in the strongest possible position to meet the needs of our optometry practice network, our workforce, our patients and our NHS.



1
Clinical Service
Delivery



2
Professional
Development



3
Integrated Care
Solutions



4
Innovation



5
Partnership
Working

1 Clinical Service Delivery

To facilitate the delivery of more high-quality primary and community eye care services.

This will see high quality care delivered in optometry practices consistently across the country. Our services will be characterised by supporting patient care closer to home and seamless integration between primary and secondary eye care services.

We will do this through continued emphasis on the delivery of primary and community eye care services in optometry practices. These will support the NHS to manage capacity and demand challenges across ophthalmology. We will work with wider organisations on the development of additional new care pathways and on the implementation of their associated delivery models.



We will continue working closely with Local Optical Committees and other stakeholders to identify and target potential opportunities for the commissioning and delivery of primary and community eye care services.

Supporting the NHS to manage capacity and demand challenges across ophthalmology.

To facilitate the greater delivery of primary and community eye care, collaboration with hospital eye service providers will be critical. We will, alongside Local Optical Committees, work closely with secondary care colleagues and organisations to enable this, proactively contributing a willingness to explore innovative models of service delivery and support designed to take the pressure off hospitals and by facilitating the assessment and treatment of patients in a primary care optometry practice setting.

We will remain agile, demonstrating the ability to implement direct care delivery models, when and where required – for example, where capacity challenges are identified. We will remain flexible to step this provision up or down as required, we will be strongly positioned to support local optometry practices during the process of adapting to the fluctuating ebbs and flows of patient demand.

Primary Eyecare Services will be open to supporting primary and community eye care services in any geographical area.



To this end we will assess each opportunity to deliver eye care services in line with our purpose, catalysed by collaborating and integrating with local partners and stakeholders.

Our approach will:

- Focus on minor and urgent eye care services, referral filtering services and those services designed to monitor patients with long term eye conditions
- Make effective use of our data and the wider evidence base
- Work to achieve the standardisation and harmonisation of services underpinned by national care pathways
- Utilise a systematic prioritisation approach to achieve the delivery of more primary and community eye care services. This will see us prioritising areas where existing service delivery needs to be scaled up, or which have low or no current provision



2 Professional Development

To support the delivery of services with a philosophy of continuous improvement and development through effective professional development.

We will do this through a process that will see us 'Engage, Deliver and Excel'. This will embed a culture of continuous improvement and development across the primary and community eye care services we deliver in local communities.

Primary Eyecare Services is committed to providing an extensive learning and development program that focuses on the hands-on and technical aspects of delivering extended eye care services across our practice network.

Clinical learning and development will see us using existing eye care sector assets. This will see us working with key partners across the eye care sector [locally and nationally].

Our approach will be devised with the entire wider practice team in mind.

Primary Eyecare Services will work with wider NHS organisations and stakeholders to engage with NHS quality improvement methodologies and encourage a learning and sharing approach across our wider network of optometry practices.



We will take a multi-pronged approach to supporting our practices and our workforce to deliver services effectively, working in collaboration with other eye care sector organisations.

This will include:

- Utilisation of benchmarking data focussing on patient outcomes from service interactions
- Access to expert personnel for support and guidance at a practice and group level
- Events – online and face to face
- Online resources and guides
- Inter-practice collaboration through practice network development

3 Integrated Care Solutions

To provide innovative integrated care solutions that facilitate the delivery of high-quality primary and community eye care services within local systems.

Adopting this approach will enable us to better support optometry practices, hospital eye services and wider local NHS systems. By creating practical, workable solutions to existing barriers, we will facilitate more effective commissioning and the delivery of truly integrated eye health services.

Primary Eyecare Services will take innovative approaches to minimising the administrative pressures on practices and hospital eye departments, at the same time as maximising quality and performance. We will deploy effective, bespoke solutions via a tailored, tactical combination of expert personnel and state-of-the-art technology, constantly evaluating our performance against pre-set objectives.

We will deliver a wide range of NHS referral management service options, including single points of access pathways, care coordination services and telemedicine hub provision, as required and specifically to facilitate more effective use of eye care services locally. We will factor in any fluctuating levels of clinical demand and capacity management resources across our systems to support practices, hospitals and patients alike.

Where deployed, these solutions will set out to improve patient access to eye care services out of hospital and as close as possible to where people live. Together, these factors will reduce appointment waiting times, increase patient choice of provider and deliver the best possible patient experience.

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4 Innovation

To drive innovation through technology and advanced care models to encourage widespread adoption of primary and community eye care services.

Innovation – driven support provided to key stakeholders, including optometry practices and hospitals, aims to eliminate barriers and enable more efficient service delivery.

With this objective in mind, we will formulate a research and development programme designed to bolster our innovation goals in direct alignment with our core purpose and geared to reflect our NHS service delivery objectives.

Central to our approach will be a technologically led focus, using a 'digital first' methodology when implementing integrated models of care.



Core innovation work strands will include:

- Ongoing development and enhancement of our digital platform(s) based on user experience and clinical data requirements
- Fostering and promoting the more widespread integration of our digital systems with those of other healthcare systems – including optometry practice management systems, secondary care digital systems and emerging integrated care record technology
- Horizon scanning and tactical leveraging of relevant emerging technology
- Monitoring and implementing any Artificial Intelligence (AI) developments supporting practice-based service delivery in a safe way
- The introduction of new digital systems and products that can more efficiently streamline our operations via the adoption of automated workflows



5 Partnership Working

To lead and deliver excellence through collaboration – placing people, alliances and partnerships firmly at the heart of our focus.

Applying a joint working methodology, Primary Eyecare Services will focus on delivery and scalability. Our approach will take the form of fostering joint working among Primary Eyecare Services' teams. We will extend this collaborative approach with our key strategic partners, both local and national, all of whom share our vision and values.

Primary Eyecare Services will implement a multi-stranded People strategy to support our aim of becoming an employer of choice for our staff.

We will ensure that we continue to engage effectively with our existing stakeholders and open doors to new relationships.

In taking these steps, our ultimate objective will be to widen our communications, especially with patients and the public to encourage open, honest feedback from all.

In this spirit, we will be enhancing our strong relationships with Local Optical Committees. Our priority will be to work with all to create a space for grassroots thinking. We will be seeking to introduce new channels to enable contribution into our service delivery improvement plans.

Wherever mutual goals align, we will partner with like minded organisations to provide assistance in meeting shared goals to support optometry practices, patients and the NHS.

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