

April 2023 – March 2024



# Quality Account

Primary  
+ Eyecare

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# Welcome

**Primary Eyecare Services is England's largest not-for-profit lead provider supporting the delivery of primary and community eye care services. We collaborate with Local Optical Committees (LOCs), NHS commissioners and NHS Trusts to provide locally accessible eye care to patients through optometry practices.**

At Primary Eyecare Services, we aim to maintain confidence and trust in our eye care services and to ensure our name remains synonymous with integrity, positive clinical impacts and lasting benefits. We are very proud to present our Quality Accounts which details our achievements for the financial year 2023/2024.

This Quality Account reports on the quality of services we deliver and outlines the milestones achieved across the five key quality domains of clinical care, access, performance, patient experience and health inequalities, while emphasising our commitment to social value principles.



# Our Purpose

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



# 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.

## **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.

## **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.

## **Sustainable**

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



# CEO Perspective

Reviewing the nature of the reporting period covered in this Quality Account, I am genuinely proud of how we have remained focused on our priorities and loyal to our organisational values, even during times of challenge and uncertainty.

It is undeniable that the past few years have had a significant impact on the NHS and the wider healthcare network. The effects, both during and after the COVID-19 pandemic have caused an increase in hospital waiting lists, financial challenges and a higher demand for services to be delivered.

Alongside our values, integrity and compassion remain at the core of everything we do. We remain determined to play our part in reshaping new and better ways of working to support local systems to report waiting lists, benefit from technology and support prevention to improve the lives of the patients we serve.



**Dharmesh Patel, Chief Executive Officer**



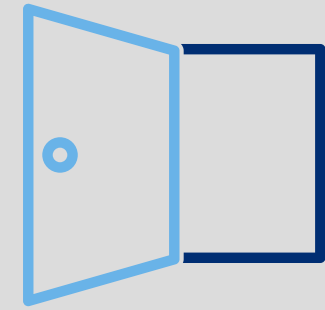
# Our Quality Agenda

Our Continuous Quality Improvement Plan (CQIP) proactively reviews our services to identify areas of quality improvement focusing on five key quality domains of clinical care, access, performance, patient experience and health inequalities. We are dedicated to delivering excellent NHS-funded eye care services to all of our communities.

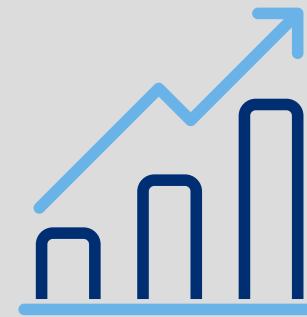
Within each domain, we regularly evaluate and monitor measurable outcomes to assess the effectiveness of our initiatives and to demonstrate improvements in the quality of our work. We are committed to evaluating and reporting our quality performance every 12 months, demonstrating our quality-focused approach.



**Clinical Care**



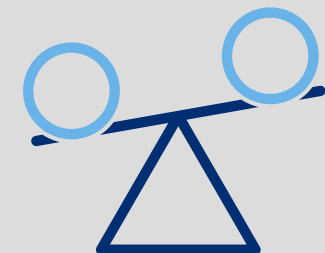
**Access**



**Performance**



**Patient Experience**



**Health Inequalities**



## Clinical Care

Our commitment to excellence as standard in our approach to clinical care is apparent in every aspect of our services.

From developing innovative protocols to delivering patient-centric care pathways, we prioritise achieving the highest standards of quality when it comes to managing the performance of the services delivered through our network of clinicians and their wider teams.

### Measurable Outcomes

We have supported over **720,000** patients through over **770,000** points of care, representing a **26%** increase compared to the previous reporting period.

We work with over **7,000** clinicians delivering services through a network of over **2,500** optometry practices, in close collaboration with **51** Local Optical Committees [LOCs].

**26%**  
increase in  
patients compared  
to the previous  
reporting  
period

Over  
**720,000**  
patients  
supported during  
this period





## Access

We remain committed to making healthcare easy to reach across the population. Our partnership working with local optometry practices have led to many positive changes by ensuring quicker and easier access to services for all patients. This means they can get the right care at the right time and in the right place.

We collaborate with local systems to improve access to eye care by improving local communication and utilising care navigation. The campaign below has been developed in collaboration with NHS Greater Manchester.

[Urgent Eye Care Service](#)

**99.8%**  
of CUES patients  
received care  
within 24 hours

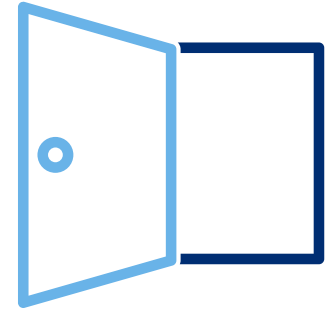
### Access Highlights

#### Urgent Care

Our urgent eye care services include Community Urgent Eyecare Service (CUES) and Minor Eye Conditions Service (MECS). We have seen over **396,000** patients within these services. We have seen over **302,000** patients in CUES with **99.8%** of those patients receiving care within 24 hours.

#### Routine Care

Glaucoma Enhanced Case Finding Service – **92%** of patients seen within 6 weeks and over **99%** seen within 18 weeks.  
Glaucoma Repeat Readings Service – **95%** of patients seen with 6 weeks and over **99%** seen within 18 weeks.



# Performance

We adhere to quality measurements to evaluate our performance, whilst continuously setting ourselves goals to ensure ongoing improvement.

Both our qualitative and quantitative analysis indicates that we are successfully treating patients outside of a hospital setting.



## Outcomes

CUES – **302,226** patients seen with **239,031** patients managed and discharged.

MECS – **94,622** seen with **74,458** managed and discharged.

Glaucoma Repeat Readings Service – **8,220** seen with over **71%** managed and discharged, avoiding over **5,800** glaucoma hospital appointments.

Glaucoma Enhanced Referral Service – **10,026** of patients seen with over **53%** of patients discharged avoiding a further **5,329** glaucoma hospital appointments.

Post Operative Cataract Assessment – **172,860** patients were seen for a postoperative cataract assessment in primary care with **8.2%** of those patients requiring referral back for further treatment. This has released over **158,000** hospital appointments.

People with Learning Disabilities – Over **93%** patients with Learning Disabilities and/or Autism fully managed by the service.

**158,000**  
hospital  
appointments  
released through  
Post Operative  
Cataract  
Assessment

# Patient Experience

Ensuring that patients receive the highest quality of care is at the heart of everything we do, providing safe, effective and compassionate eye care. Our patient centred approach delivers care that respects individual choices.

Our clinicians encourage patients to contribute to their care journey by taking the time to make sure they understand their diagnosis, treatment options and target outcomes. The patient's best interests remain our top priority and prioritising the well-being and satisfaction of every patient means putting individual needs and experiences at the forefront of every decision. This is a commitment we uphold throughout their eye care journey.

We value and incorporate patient feedback as this is a vital opportunity for continuous service improvement. We actively seek, listen and respond to patients' experiences, concerns, and suggestions and use this to adapt and evolve the services we deliver. This allows us to ensure that patient needs and expectations are met and wherever possible, exceeded.



## Quantifiable Measures

Patient Satisfaction Surveys are used to measure feedback from patients accessing our services.

The result from this data shows us that **97.22%** of patients accessing our services would recommend them to a friend or family, whilst **99%** of patients scored the service a 4 or more (out of 7).





## Patient Feedback

"I can't praise this service highly enough. The Optometrist was so patient, caring and professional. The lady who took the initial call was also very professional and kind. What an amazing experience in a worrying situation. Thank you."

JT

"Very effective and efficient service, also friendly, respectful, courteous and professional. Thanks very much for all advice, info and support. A really brilliant service."

CR

"Fast efficient and excellent service. Experienced knowledgeable and caring optometrists who listen, ask questions and give very helpful advice. Very impressive service. Thank you."

JC

**Every voice matters in shaping a healthcare environment that prioritises the well-being and positive experiences of everyone in our care.**

"I was really impressed with the ease and efficiency of the Community Urgent Eyecare Service. My optometrist was professional, listened well and had great insights. She arranged face to face assessment and communicated with my GP regarding a prescription."

MM

"A fantastic service. From the initial consultation with my GP, the initial call from you the next day, the follow-up call later the same day from another optometrist and then a final call the day after to inform me that an eye appointment had been booked on my behalf, the whole experience was totally stress-free and definitely patient-focused. I cannot praise highly enough the professionalism of everyone involved."

MJ

"I had to use their services after been referred by my GP practice. Very professional in every aspect. The advice I received worked very well and my specialist was brilliant. Always called back when she said. I would have no problems recommending their eyecare services to anyone who needs them."

PD

# Health Inequalities

Addressing health inequalities has remained a priority across all our services. The objective of these efforts is to provide healthcare that is not only accessible but also equitable.

We embed the principles of **Core20PLUS5** across our services enabling access to the most deprived 20% of the population while proactively targeting groups affected by health inequalities.

We have identified patients who experience below-average access, experiences, or outcomes in healthcare. To enhance eye care access, we have tailored services specifically to meet patients individual needs, an example of this is our service for people with learning disabilities and autism.

## Demographic Data

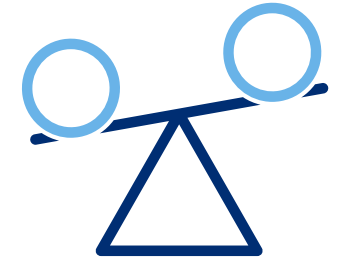
We analyse demographic information to identify disparities in healthcare access. The Index of Multiple Deprivation (IMD) is the official measure of relative deprivation in England. It follows an established framework in defining deprivation and has been used to assess the population we serve.

Almost **15%** of patients we serve are from the most deprived decile.

More than **25%** of the patients we serve come from the most deprived 20% of the population.

## Reducing Health Inequalities

We deliver a single point of access to provide a tailored healthcare approach to improve access for people with Learning Disabilities and/or Autism.



**25%**  
of patients are  
from the 2  
most deprived  
deciles

# Quality Commitment

Dedicated to continually improving the quality of services for patients, we maintain a culture that prioritises patient safety, compassionate care, transparency, and open communication.

Our Continuous Quality Improvement Programme (CQIP) will improve our services by monitoring and reviewing service delivery while actively engaging with our patients to seek their feedback.

We encourage a culture of learning, sharing and improvement across our services.

We always champion quality as a central principle in how health and care services are designed and delivered.

Honest and open reporting will be provided, ensuring transparency about how wider feedback has influenced our services.

By working closely with our clinicians, our network of optometry practices and broader stakeholders, we will integrate this cooperative approach into our quality improvement and delivery processes.



## Our Approach to Quality

We follow National Quality Guidelines to continuously enhance our services and promote an open, transparent culture focused on improvement. We are dedicated to a patient safety approach aligned with the National Quality Board.

Our organisational approach to quality and patient safety is reflected in our implementation of the Patient Safety Incident Response Framework (PSIRF). This framework is designed to improve the way patient safety incidents are managed and investigated.

We work in alignment with the NHS England standards to ensure that any organisational learning from investigations is disseminated to key stakeholders.

“At Primary Eyecare Services, we are guided by the quality principles of the National Quality Board (NQB), Care Quality Commission (CQC) and the Patient Safety Incident Response Framework (PSIRF), embedding these principles across all our services. This allows us to set clear standards, measure quality and identify opportunities and methods to continually improve quality.”

**Rupesh Bagdai, Professional Services Director**



# Quality Framework

## Safe

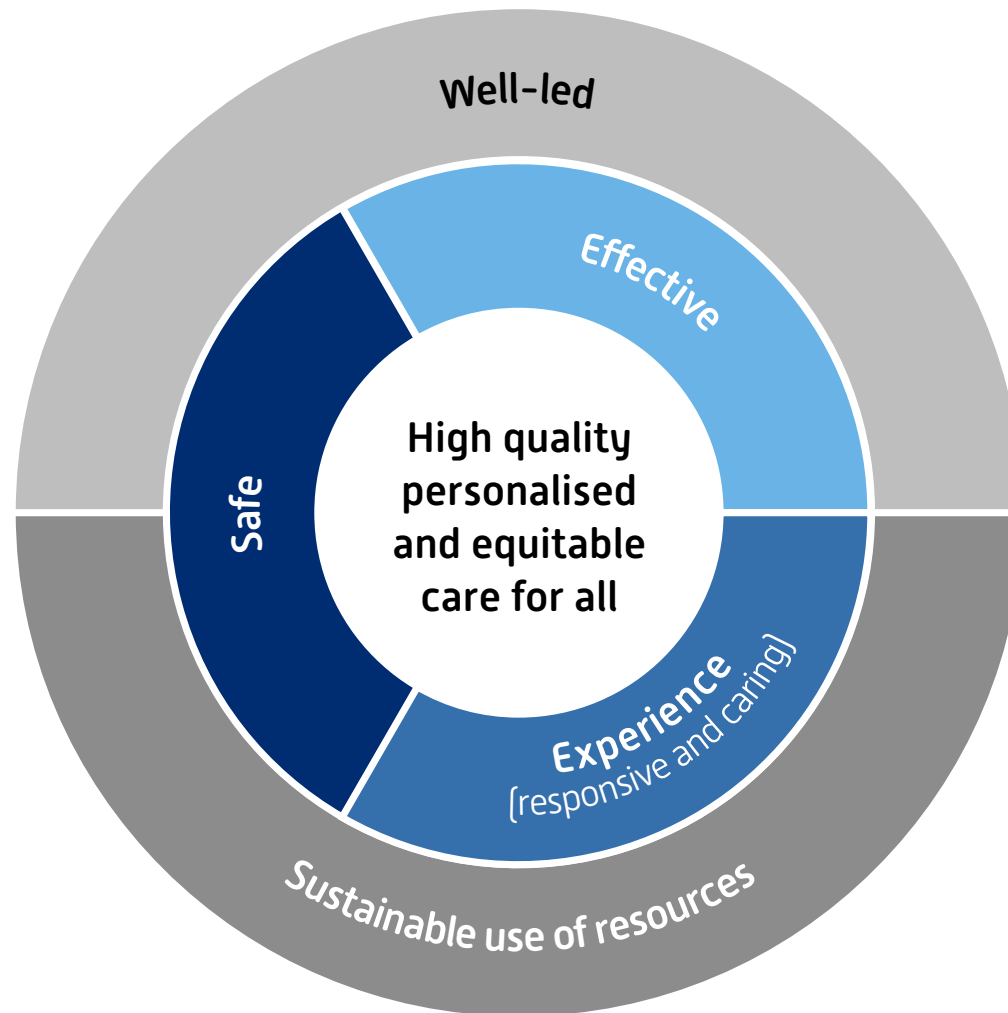
Our services are reviewed to provide high quality eye care while continuously reducing risk. We support and enable patients to make safe choices while protecting them from harm.

## Effective

We review service outcomes and implement improvements based on evidence, clinical audit, benchmarking, research and national and local clinical guidelines to improve outcomes for patients.

## Responsive

Our service delivery is shaped through patient feedback, continually evolving to provide patient centred care. We empower patients to make informed decisions about the care they receive.



## Caring

Our patient centred approach is personalised to patient's individual needs and delivered with empathy, respect and compassion.

## Well-led

We have established an open, transparent and inclusive culture across the organisation to deliver high quality care to patients we serve. Our culture focusses on learning from issues rather than assigning blame.

## Sustainably Resourced

We are a not-for profit organisation focussing on delivering improved outcomes for patients while working within sustainable financial envelopes, supporting systems to deliver the best care for their population.

# Patient Safety Incident Response Framework (PSIRF)

The Patient Safety Incident Response Framework (PSIRF) encourages a new way of thinking and responding when a patient safety incident had occurred, with a shift in focus to the outcomes of future incidents and emphasis on the need to share learning and improvements.

We worked collaboratively through the implementation of PSIRF, applying these principles across our organisation, this includes promoting a 'no-blame' safety culture that facilitates continuous learning and improvement, focusing on good practice.

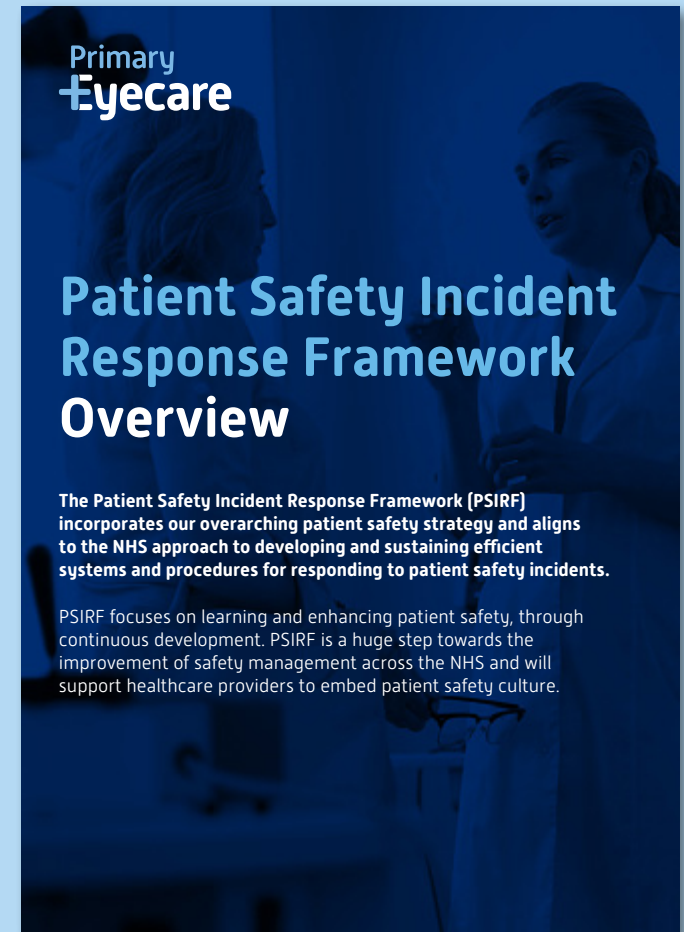
Our approach emphasises learning from errors, near-misses, complaints, issues and incidents without assigning blame or punitive actions.

This culture recognises that errors can often result from complex system failures rather than individual negligence, and focuses on understanding and improving systems to prevent future occurrences.

Our implementation of PSIRF and patient safety responses is led by our Quality Team and considers a variety of health inequalities including:

- Outcomes from patients with a range of characteristics to consider variation
- Removing barriers to participation in our services and implementing learning outcomes

[See our PSIRF overview here.](#)





Continuous improvement

Just culture Support

**Responsiveness**

Openness

Understanding Patient voice Risk management PSIRF

**Patient safety**

Compassion

Safety culture Systems based approach

Active listening

Healing Empathy

Listening with fascination

Patient advocacy Communication

Human Factors High impact actions

Quality of care

# Quality Improvement

## Freedom to Speak Up

We actively promote a culture of safety where individuals feel empowered to voice their concerns and contribute ideas for continuous improvement. We proactively encourage staff to raise concerns, making 'speaking up' business as usual.

## Complaints and Issues

Complaints and Issues are recorded and investigated to identify opportunities to improve the services we deliver. These are investigated, an improvement plan developed with an after action review. This allows us to ensure improvements are implemented and sustained.

In the reporting period we investigated **169** complaints or service issues, this makes up **0.02%** of the patients accessing our services.

"We actively listen to both patients and staff, ensuring their vital feedback drives meaningful change. We are dedicated to creating an environment where every suggestion plays a part in our ongoing commitment to quality improvement. By nurturing a culture of safety, we encourage open dialogue about concerns or issues in a supportive, blame-free setting.

Our continuous improvement efforts focus on enhancing the patient experience, ensuring safety and delivering quality services. We achieve this by reviewing and analysing information and feedback provided by patients and staff. These insights are shared across the organisation for learning and to support our pursuit of excellence."

Kay Hooper (pictured), Quality Team Manager



# Our Services

## Clinical Services Delivered in Collaboration With Optometry Practices

### Urgent Eyecare Services

Providing timely access to care for patients with new onset symptoms.

- Community Urgent Eyecare Services
- Minor Eye Conditions Service
- Telemedicine Services

### Single Point of Access

Ensuring patients are seen in the right place at the right time.

- Clinical Triage
- Referral Optimisation Services
- Waiting List Initiatives
- Patient Choice

### Cataract Services

Providing pre-operative and post-operative care to patients requiring cataract surgery.

- Pre-Operative Cataract Service
- Post-Operative Cataract Service

### Patients in High Risk Groups

Services provided to improve access to eye care and to improve the quality of life for patients with sight loss.

- Low Vision Services
- Easy Eye Care – Sight tests for People with Learning Disabilities and/or Autism

### Glaucoma Services

Providing refinement of referrals and ongoing aftercare to patients suspected of glaucoma, at risk of glaucoma and diagnosed patients with glaucoma.

- Glaucoma Monitoring Service
- Glaucoma Enhanced Referral Service
- Glaucoma Repeat Readings Service

### Children's Pathways

Providing timely access to care for children where a visual deficiency is suspected.

- Post Vision Screening Service
- Integrated Children's Service

### Community Eyecare Services

An all-encompassing service enabling clinicians to manage patients across a variety of clinical pathways.

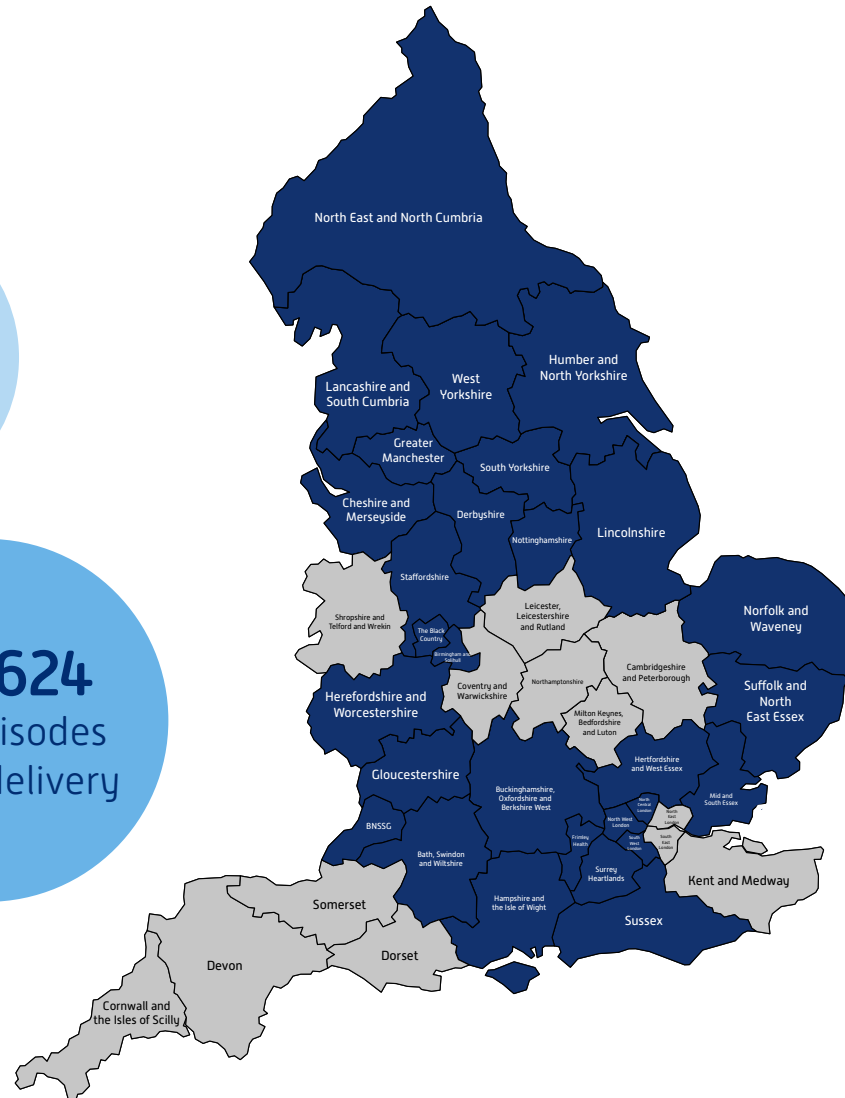


# Service Insights

We provide **239** service pathways across **29** Integrated Care Boards (ICBs).

This partnership working enables us to improve access to care for the whole population.

**Distribution of ICBs in England With Primary Eyecare Services Presence**



**728,721**  
total patients

**44%**  
of the population in England can access our Urgent Eye Care Services

**770,624**  
total episodes of care delivery

Care delivered via **2,500** practices in collaboration with Local Optical Committees and local systems

Minor and Urgent Eye Care Services make up approximately **50%** of our service delivery

# Collaboration

Taking a collaborative approach sees us working with clinicians and wider stakeholders, including Local Optical Committees (LOCs), Integrated Care Boards (ICBs), NHS Hospital Trusts, local optometry practices and voluntary sector partners. In this way, we can work together to collectively drive forward improved outcomes across our clinical services.

Our shared objective is to deliver the highest standard of care to our patients, so that each person accessing our services can be confident that their eye health is being looked after by professionals adhering to best quality practices.

“Community Urgent Eyecare Service provides patients accessible urgent eye care in the community, meaning patients can see an eye care specialist right away and reduce pressure on GPs and hospitals. The service shows the difference collaborative working across primary and secondary care can make.”

**Professor Manisha Kumar, Chief Medical Officer,  
NHS Greater Manchester**

Our team of local clinical leads collaborate with local systems to ensure our services adhere to local and national guidelines.

“We are committed to championing quality as a high priority in the design and delivery of the services we provide. To achieve this, we work with our partners, stakeholders and patients to identify key priorities for continuous improvement in our eye care services. Through this collective effort, we strive to continually enhance the quality of care and services for all our patients, providing the highest standards of support to each person.”

**Lisa Gibson (pictured), Clinical Director**



# Case Study: Addressing Capacity Challenges in Ophthalmology Services

We support local strategic priorities and in Mid and South Essex we have been working with Essex Local Optical Committee, Mid and South Essex NHS Foundation Trust and local ophthalmology stakeholders to transition suitable ophthalmology activity into primary care optometry practices.

This approach incorporates both effective patient choice and evidence-based practice to deliver services closer to home, with shorter waiting times for patients and releasing capacity in ophthalmology clinics.

Our service delivers bespoke administrative and clinical triage, utilising experienced optometrists and collaborating with local clinicians to tailor the service for the needs of the local system.

“In the East of England, we have seen the huge benefits to the patient pathway from the use of a Single Point of Access (SPoA). From directing patients in need of eye care to the most appropriate eye care practitioner, hence saving patient travel and wait for appointments, to giving the patient choice of suitable venue and then ensuring all required data is available for hospital clinicians; an eye care SPoA is an excellent way to help reduce the burden across the whole eye care sector. The model is something we are looking at from a regional perspective, to offer to our six ICBs in our region.”

**Emma Spofforth, Improvement Optometry Clinical Lead NHS England and NHS Improvement, East of England**

18,949  
patients seen  
within the  
service

4,074  
suitable for  
referral into  
a primary care  
optometry  
service



# Patient Outcomes

## Urgent Eye Care Services

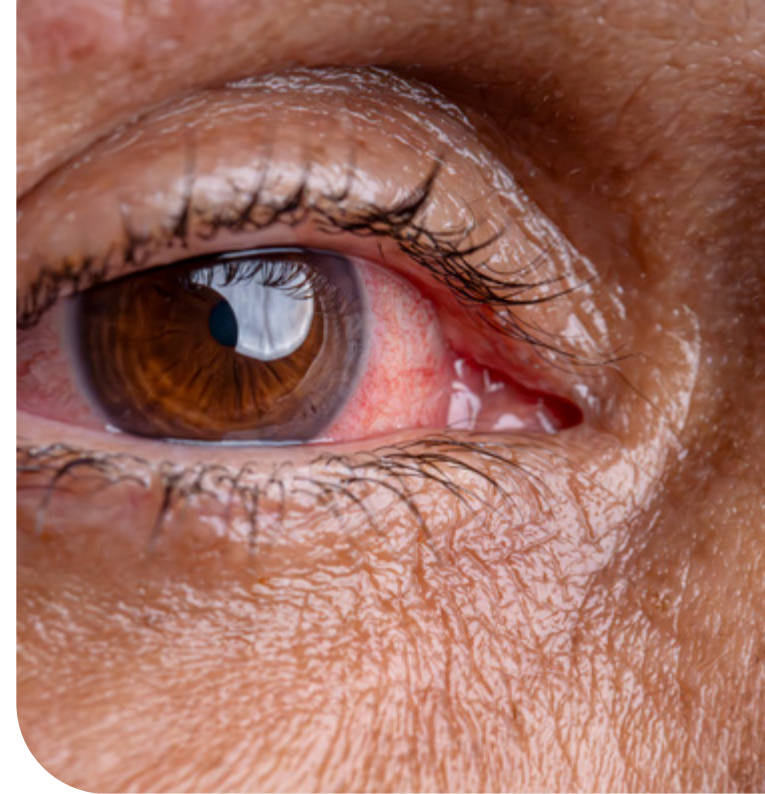
Our urgent eye care services can be accessed by **44%** of the population in England. Over **396,000** patients were supported, reducing pressure across GP practices and urgent care hospital services.

The service supports patients from all backgrounds and of all ages, with the youngest patient supported being just **19 days old** and the oldest patient receiving care being **101 years old**. This service is accessible to all patients with 14.8% of patients accessing this service from the most deprived decile and over 25% of patients accessing this service from the 2 most deprived deciles [20% most deprived].

The majority of patients seen within the service are fully treated with **15.8%** referred to hospital within an appropriate timeframe and clinic based on the urgency of their condition, thereby reducing long waits in urgent care departments. Furthermore **5.1%** are referred to their GP following assessment in the service with recommended actions such as blood tests.

"I awoke to strange white flashes in my vision to the side of my eye. This really worried me as I am nearly 60 and I thought that something was wrong with my brain. I didn't have any pain but felt lightheaded. I called my GP and was told they couldn't see me but could recommend me contacting the new eye care service, which I did and was able to be seen within two hours. I was told that the flashes were to do with my retina and not to worry but could be treated by my optometrist. I live in Devizes and if this service did not exist, I would have had to travel one and half hours to the nearest hospital and because I do not drive, I would have had to find someone to take me and wait around until I could be seen – which could take hours. I am very grateful and pleased with the service."

CUES Patient



**396,000**  
Urgent Eye  
Care Service  
patients

**101**  
years old,  
oldest patient  
supported



# Case Study: Working with NHS 111

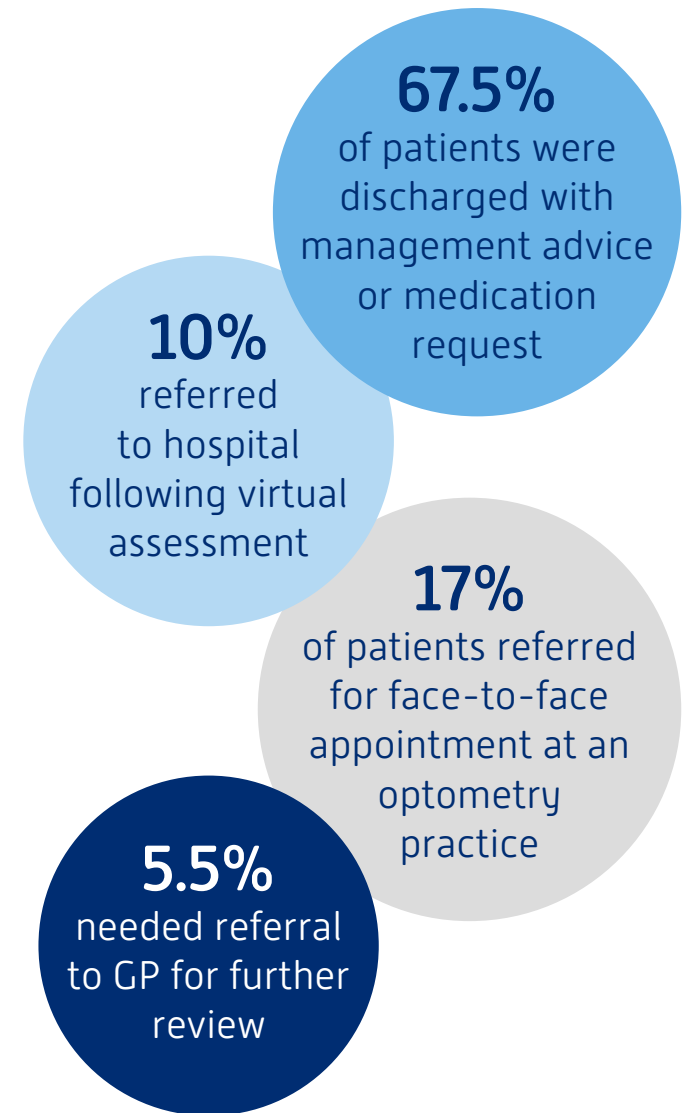
In Greater Manchester, we developed a pilot service to support winter pressures, utilising our Telemedicine urgent eyecare service.

Data from NHS 111 had identified that most eye related calls being made to NHS 111 in Greater Manchester were being redirected to the patients GP practice or hospital eye services. This has enabled NHS 111 to refer patients directly into the telemedicine service alleviating pressure from local urgent care services.

The service enables patients to send videos or images of their eye as part of the virtual clinical consultation and must deliver a virtual consultation within a 4-hour timeframe.

The average time to contact patients to book an appointment was 4 minutes and 41 seconds, while the average time taken for a patient to receive their virtual consultation was 1 hour and 14 minutes.

The pilot launched in January 2024 and has seen 348 patients up to March 2024, with 84.5% of patients managed by the service, either virtually through telemedicine or referred for a face-to-face appointment with a local optometry practice.



**We estimate that we have saved over 190,000 GP appointments, more than 100,000 A&E and urgent care appointments and over over 137,000 hospital eye service appointments as a result of our minor and urgent eye care services.**

# Addressing Health Inequalities

At Primary Eyecare Services, we provide a tailored healthcare approach to patients ensuring every individual has equal access to our eye care services. We place a strong focus on actively engaging in initiatives that make a positive impact on the lives of patients accessing our services and our employees.

## Digital Accessibility

We have implemented measures to ensure that our website is accessible for those with sight loss or who have difficulties reading web text, allowing users to change the font size to improve readability.

Our ['Easy Eye Care' web pages](#) have been designed to be accessible for those with a learning disability and/or autism to use, by incorporating Easy Read practices on the page and [featuring a video](#) which explains the service in an accessible format with subtitles.



## Building Resilience into Local Communities

Primary Eyecare Services has developed close working relationships with a network of 2500+ optometry practices across England.

By partnering with these practices, we are not only ensuring increased levels of patient access to eye care services in local communities, but we are also investing in small businesses across the country.

### Positive benefits to our approach include:

- More local employment and training opportunities
- Better engagement with local organisations, including schools and hospitals
- Increased support for local suppliers
- Higher visibility of eye health messaging such as the importance of regular eye check-ups, the preventive measures for common eye conditions and the significance of the early detection of vision problems

# Addressing Health Inequalities Through Collaboration

## Royal National Institute for Blind (RNIB) Partnership

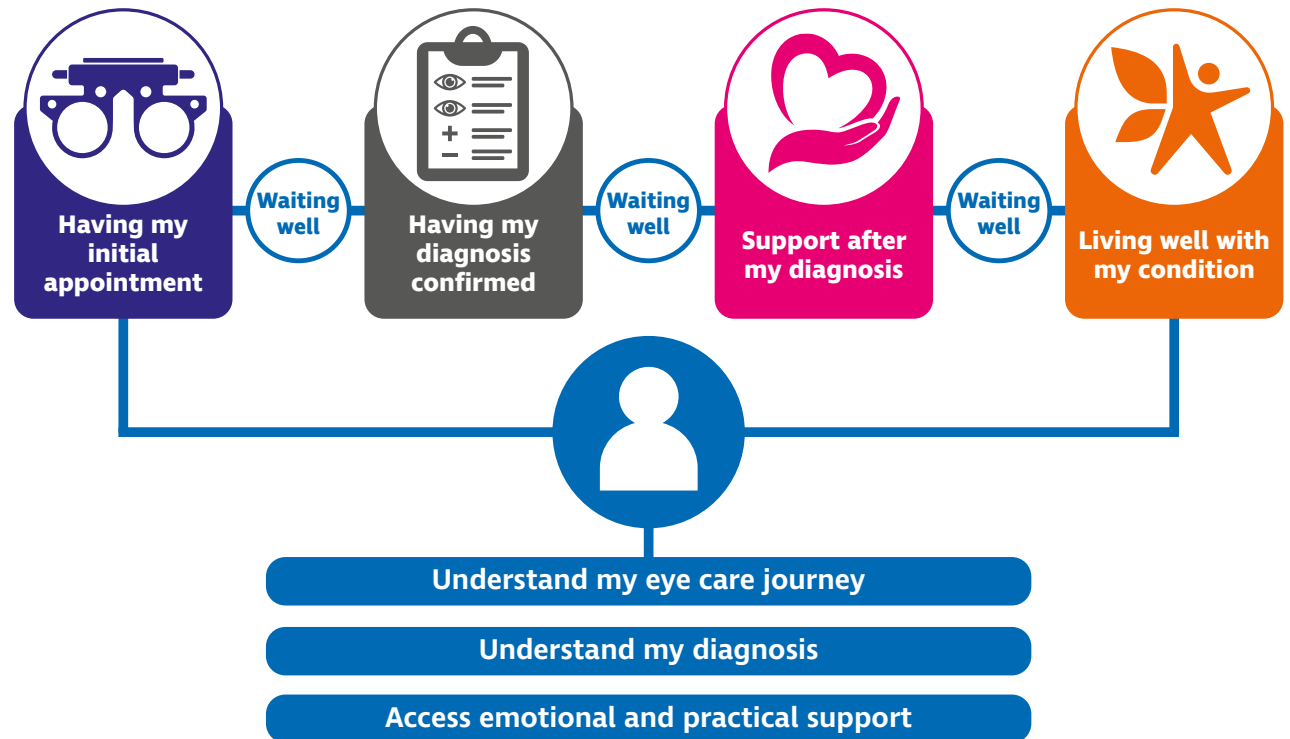
We have partnered with the RNIB to significantly improve the way patients with sight loss access support and care. This new integrated approach reflects the importance of establishing integrated eyecare, enabling patients to access RNIB's range of services alongside other local services. This holistic service supports patients to access non-medical care such as practical advice, emotional support, financial guidance and general signposting to assistive technology.

There will also be a new 'waiting well' team on standby to look after people who have been diagnosed with an eye condition but who have not yet received a follow up appointment date.

Supporting patients' with non-clinical needs as well as their clinical ones ensures a personalised, tailored experience that takes account of each individual's specific challenges and circumstances. Moreover, it helps patients to feel empowered to make informed decisions about their treatment option and their lifestyle choices.

## Eye care support pathway

Supporting you at every stage of your journey







## Working Together

“The partnership between RNIB and Primary Eyecare Services signifies a shared commitment to addressing the challenges faced by individuals with sight loss and ensuring they receive the multi-faceted help they need. Working in collaboration with RNIB, eye care practitioners can make direct referral”

**Wendy Craven (pictured), Clinical Director**

“It is very exciting to be joining forces with Primary Eyecare Services to champion such an innovative and holistic approach to eye care. Via the seamless integration of our support services with existing NHS clinical pathways, we aim to hugely enhance many different aspects of the lives of patients dealing with eye conditions and sight loss.”

**Rob Cooper, Director of Strategic Engagement, RNIB**

**RNIB**

## Easy Eye Care

Working closely with stakeholders such as SeeAbility, we have collaboratively developed the Easy Eye Care service. A sight test delivered in optometry practices, which is specially designed for people with learning disabilities and/or autism. This includes a single point of access supporting patients to be seen by clinicians with experience in supporting patients with learning disabilities and/or autism closer to home.

In November 2023, an event titled 'Seeing Beyond the Challenges' was held at the Primary Eyecare Services office in Manchester to raise awareness of the Easy Eye Care pathway. The event comprised of attendees including practitioners, LOC members, disability charity workers and ICB members.

Seeing Beyond the Challenges included various talks, with attendees hearing from patients with lived experience, practitioners delivering the pathway and SeeAbility Eye Care Champions.



"Because of my own lived experience, I know how important it is for people with learning disabilities to be able to get the eye care they need. The Easy Eye Care pathway will help people to maximise what they can see and detect eye problems early on. This will help people with learning disabilities to be independent and live great lives!"

**Joanne Kennedy, North West Eye Care Champion, SeeAbility**



## Social Values

### Our Charity of the Year

Primary Eyecare Services appointed SeeAbility as our charity of the year.

This partnership was formed due to the close alignment of our two organisations' vision, views, and values in addressing health inequalities. Primary Eyecare Services values align with SeeAbility's commitment to provide support to people of all ages living with learning disabilities and/or autism. The charity encourages those they work with to engage in new experiences, meet new people and to find employment within their local communities.

Primary Eyecare Services have implemented a calendar of fundraising events, this includes hosting fundraising events at our head office, a charity prize draw and a launch event for the Easy Eye Care pathway, which was developed in collaboration with SeeAbility. The most significant fundraiser to date has been for the five employees due to run in the 2024 London Marathon.





# Workforce

Our clinical services are provided by clinicians working within local communities at more than 2,500 locations across England.

**404**

clinicians with Independent Prescribing qualifications

**175**

clinicians with professional certificates in glaucoma

**2,479**

clinicians with Wales Optometry Postgraduate Education Centre Glaucoma accreditations

**1,100**

practice locations with Optical Coherence Tomography scanning equipment

**2,500**  
optometry practice locations

**7,832**

clinicians support the delivery of our services



## Our People

We have established several internal workforce groups to ensure that the voices of our employees are heard. These groups provide a platform for employees to express their opinions, share their ideas, and raise any concerns. By fostering open communication and active participation, we create an inclusive and supportive work environment where every team member feels valued and empowered.

### Voice Rep Group

"This employee led working group ensures that all employees have a fair opportunity to voice their opinion on decisions being made across the organisation. This includes representatives across all departments, allowing employees to feedback to the senior leadership team. Approximately 90% of suggestions made by employees to the voice rep group are actioned and the group receives positive feedback enabling staff inclusion and retention."

**Hannah Owens, Primary Eyecare Services' Voice Rep Chair**

"The Equality, Diversity and Inclusion Group (EDI Group) strives to ensure fairness for all individuals we work with, both internally and externally. The group is made up of members from a variety of directorates to ensure that key messaging is represented in each department. The EDI group aims to promote a positive and inclusive working environment where everyone feels valued. Members of the group help to plan and organise cultural events and awareness days, which take place both in the office and in an online environment. Some events supported by the EDI Group this year included Race Equality Week and Chinese New Year celebrations. Some of our future planned events include Eid and Diwali celebrations as well as supporting National Eye Health Week and raising awareness of LGBTQIA+ in the workplace."

**Darshana Mehta, EDI Group Chair**

### Equality, Diversity and Inclusion Group (EDI Group)

This employee-led group raise awareness, educate staff and identify areas for improvement to enhance our EDI practices. We are working towards formal EDI awards through Trailblazer status with Race Equality Matters.

### Seeability Working Group

This group is made up of employees who work with SeeAbility on fundraising initiatives and have led the development of the Easy Eye Care Pathway.

"Everybody working in healthcare recognises the importance of addressing health inequalities, but we haven't done enough yet to meet the additional needs of people with learning disabilities. The Easy Eye Care pathway presents an opportunity for the eye care sector to address that need by providing an essential service that supports patients who are frequently overlooked in their efforts to lead independent and fulfilling lives."

**Richard Everitt, Chair of Primary Eyecare Services' Easy Eye Care Working Group, and Service Development Director**

## Our Workforce

Our workforce is composed of individuals from a wide array of cultures, backgrounds, and beliefs, each bringing their unique perspectives and experiences.

This rich diversity not only enhances our team's creativity and innovation but also equips us to understand and address the varied needs of our patients more effectively.

By embracing and valuing these differences, we are better positioned to provide compassionate, sensitive, and comprehensive care, ultimately leading to improved outcomes and a more inclusive environment for everyone we serve.

### 2023/24 Staff Satisfaction Survey

Our workforce is made up from people from different cultures, different backgrounds and different beliefs.

In March 2024 Primary Eyecare Services had a total of 124 employees.

During 2023–24 Primary Eyecare Services had 20 leavers and 38 new recruits.

### Real Living Wage

We are committed to ensuring all of our employees receive the Real living Wage recognising that everyone deserves a wage which meets their everyday needs.

"We are committed to fostering a diverse workforce at all levels through fair recruitment practices that provide equal opportunities for all candidates."

Sam Carr, Finance and HR Director

**100%**  
of our employees  
receive at least  
the real living  
wage



# Innovation Through Collaboration

