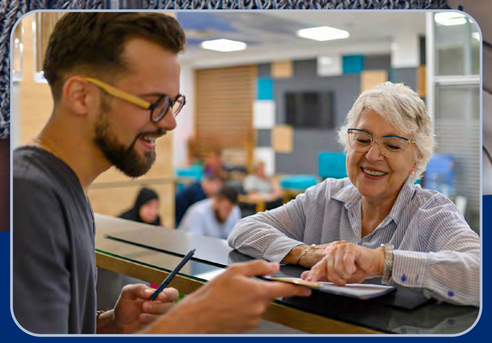
A year in review

Innovation *through* **Collaboration**

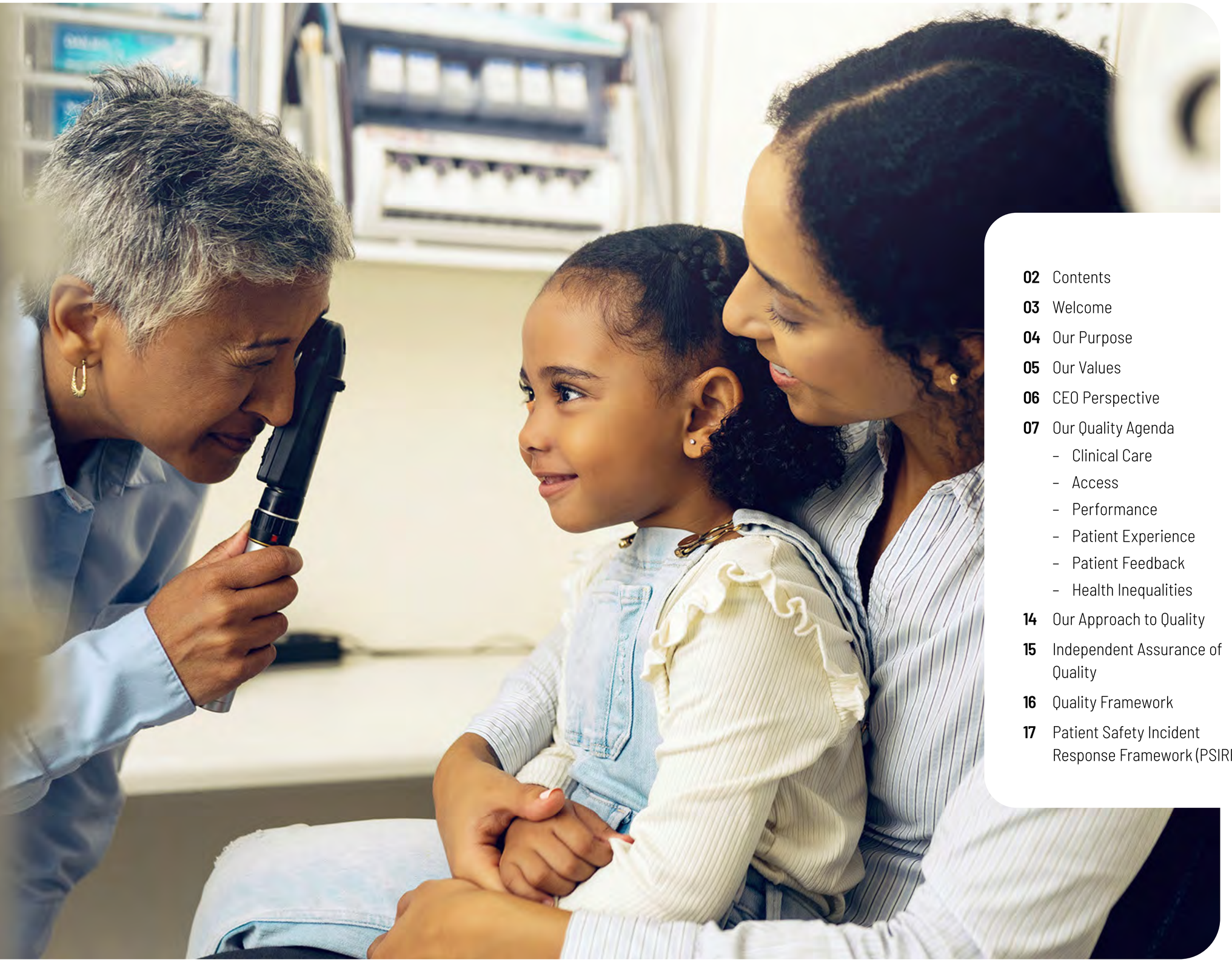






Quality Account
2026

Primary Eyecare



Primary Eyecare

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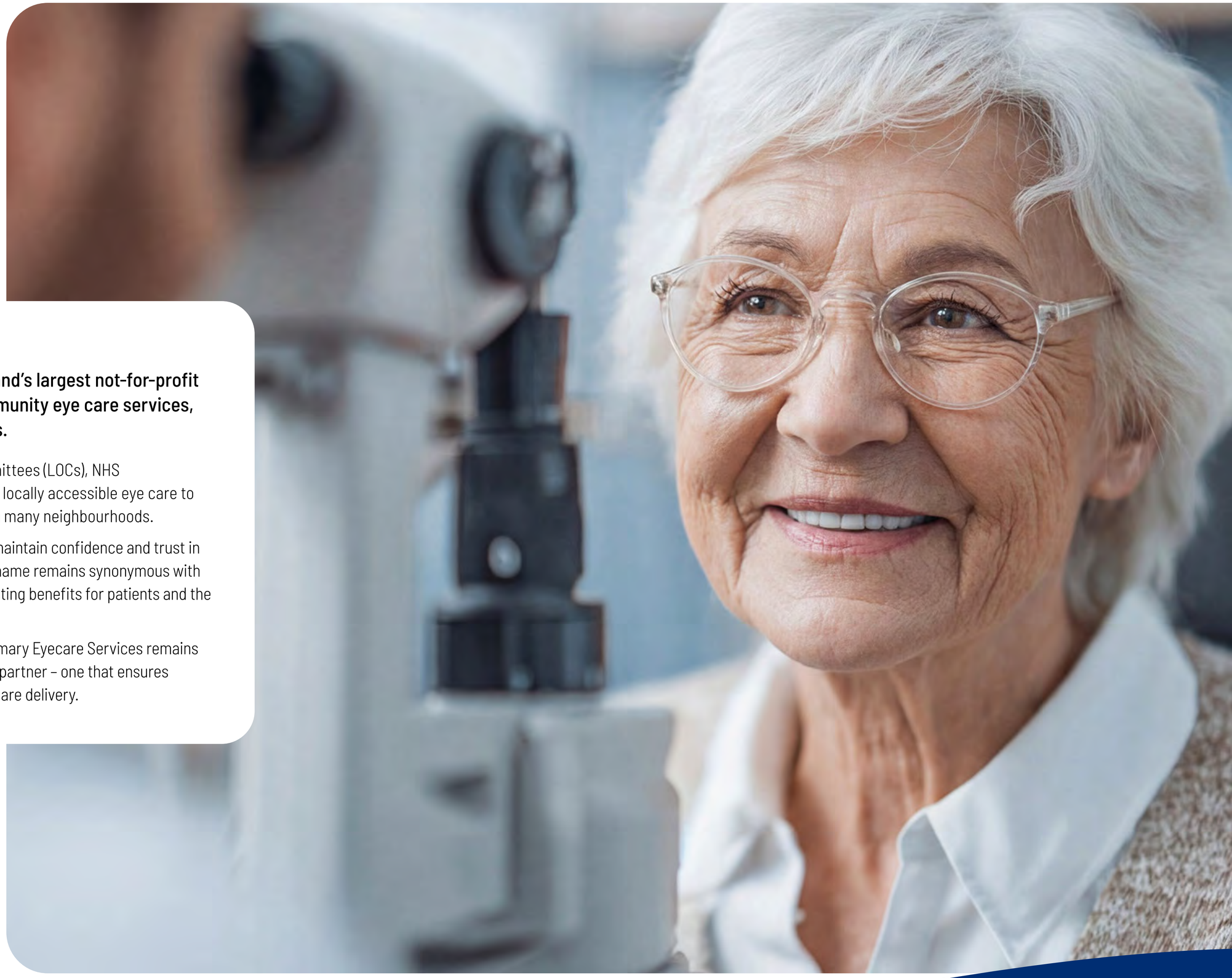
Welcome

Primary Eyecare Services is England's largest not-for-profit lead provider of primary and community eye care services, utilising local optometry practices.

We collaborate with Local Optical Committees (LOCs), NHS commissioners and hospitals to provide locally accessible eye care to patients through optometry practices in many neighbourhoods.

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 for patients and the wider system.

As the healthcare landscape evolves, Primary Eyecare Services remains committed to being a trusted, adaptable partner – one that ensures continuity, quality and innovation in eye care delivery.



Our Purpose

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

Primary Eyecare



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.

Trusted

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

Inclusive

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

Sustainable

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



CEO Perspective

Reflecting on the reporting period covered in this Quality Account, I am proud of how Primary Eyecare Services has remained focused on its priorities and true to its values as the NHS continues to evolve.

The NHS 10-Year Plan has brought a renewed focus on neighbourhood-based care. With eye care being one of the most common reasons for hospital outpatient visits, we see clear opportunity to deliver more care locally through optometry practices embedded in communities and central to primary care.

Over the past year, our enhanced services supported over 1 million patients close to home. We have saved over half a million hospital appointments and a over a quarter of a million GP appointments. This reflects the strength of our collaborative model and our commitment to local needs.

We're committed to embracing innovation to improve accessibility and convenience in care. We're already looking towards expanding our digital capabilities, with remote consultations. Prevention remains a key focus, with initiatives like blood pressure checks in optometry settings already saving lives.

Looking ahead, we are committed to working with local partners to commission and deliver integrated services at scale, building a resilient, flexible model that supports better outcomes for patients and a sustainable future for primary eye care.

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 continually evaluating and issuing updates on our quality performance on an ongoing basis, demonstrating our quality-focused approach.

- **Clinical Care**
- **Access**
- **Performance**
- **Patient Experience**
- **Health Inequalities**

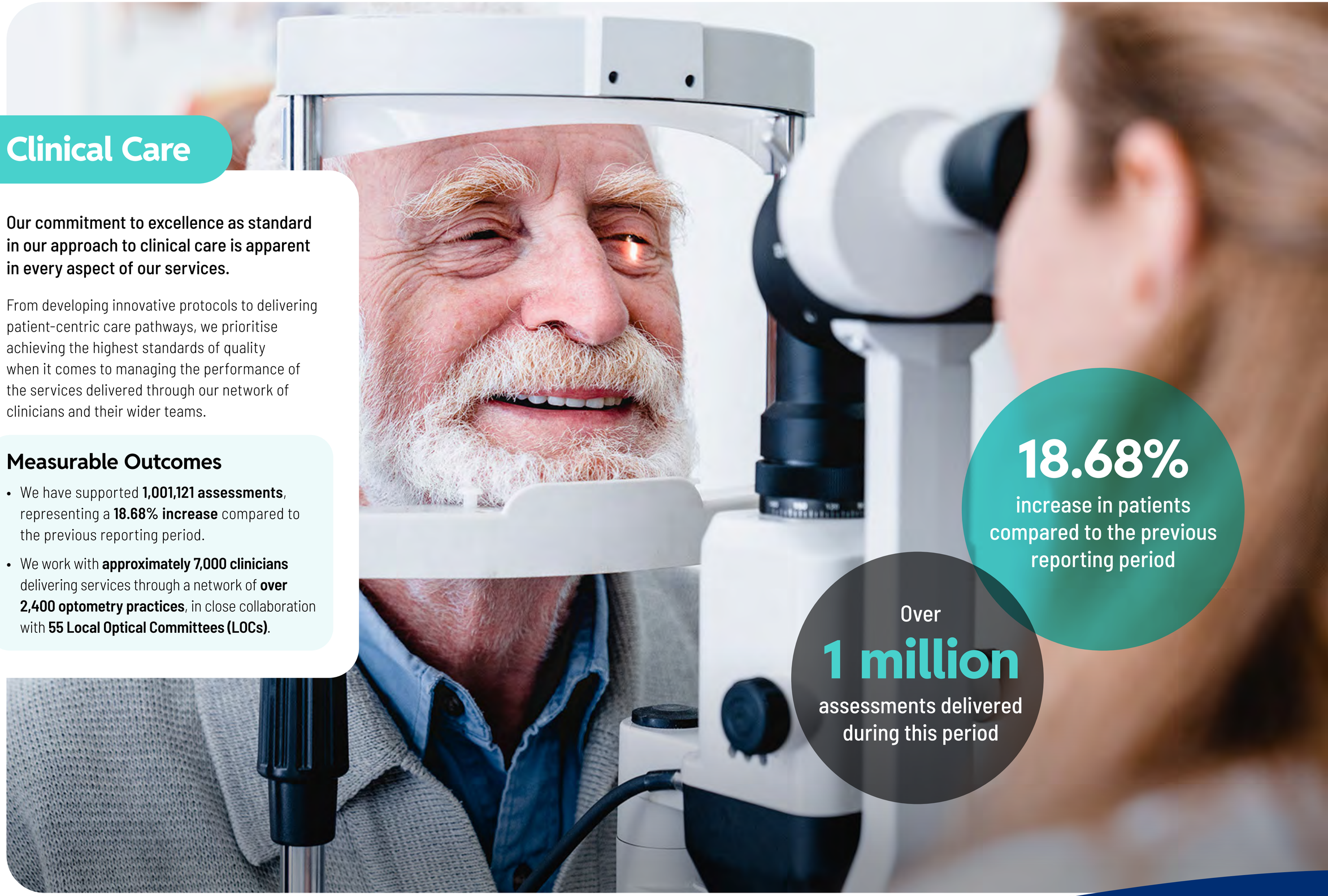
Clinical Care

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 **1,001,121 assessments**, representing a **18.68% increase** compared to the previous reporting period.
- We work with **approximately 7,000 clinicians** delivering services through a network of **over 2,400 optometry practices**, in close collaboration with **55 Local Optical Committees (LOCs)**.



Access

We work in collaboration with local systems to improve access to eye care by enhancing local communication and utilising care navigation.

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 services delivered through our network of optometry practices. They are based at the heart of local communities improving access to care in local neighbourhoods. The campaign below has been developed in close conjunction with NHS Greater Manchester.

NHS Greater Manchester Community Urgent Eyecare Service →



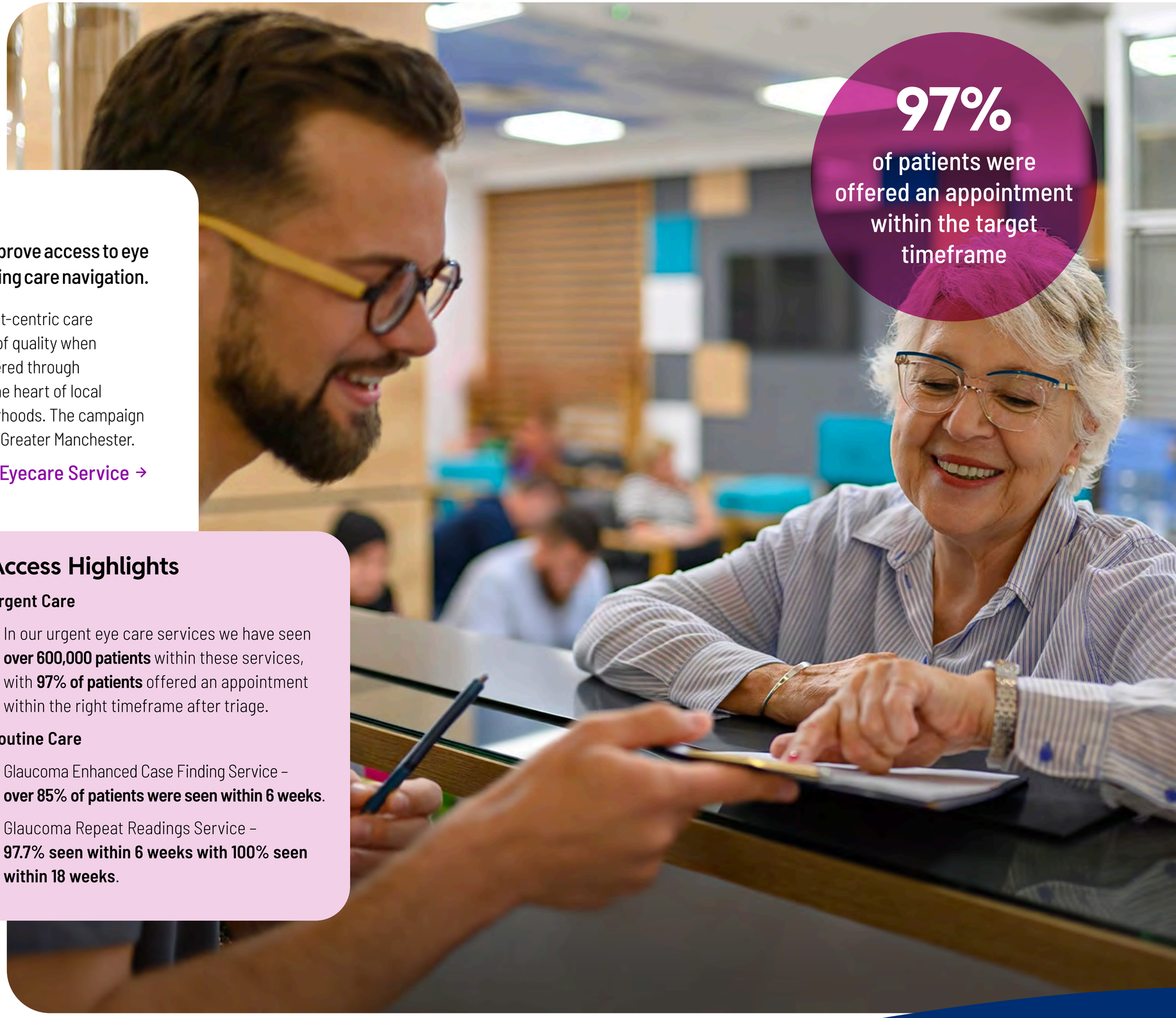
Access Highlights

Urgent Care

- In our urgent eye care services we have seen **over 600,000 patients** within these services, with **97% of patients** offered an appointment within the right timeframe after triage.

Routine Care

- Glaucoma Enhanced Case Finding Service – **over 85% of patients were seen within 6 weeks**.
- Glaucoma Repeat Readings Service – **97.7% seen within 6 weeks with 100% seen within 18 weeks**.



Performance

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

Outcomes

- Urgent Eye Care Services - **over 600,000 patients seen** within our urgent eye care services, with over **97%** offered an appointment within the right timeframe.
- Glaucoma Repeat Readings Service – **over 12,200 patient assessments undertaken,** over **62%** were fully managed in the service, saving over **7,600** ophthalmology appointments.
- Glaucoma Enhanced Referral Service – **over 14,000 patients seen**, with over **51%** fully managed in the service, saving **7,696** appointments.
- Post Operative Cataract Assessment – **over 176,000 patients were seen**, with only **9% requiring referral back**. This has released over **112,000** hospital appointments.
- People with Learning Disabilities – **over 1,000 patients seen,** with approximately **96%** fully managed by the service.





Patient Experience

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

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 **96.7% of patients accessing our services** would recommend them to a friend or family.
- Every voice matters in shaping a healthcare environment that prioritises the well-being and positive experiences of everyone in our care.

Patient Feedback

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

"I had to use their services after being 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 eye care services to anyone who needs them."

– PD

"I was treated with kindness and respect, all staff were all informed of the procedure, and were helpful and friendly."

– JW

"The appointment was made quickly and easily. I received excellent patient care, staff were courteous and informative. I was greatly reassured by the expertise and professionalism I experienced."

– DP

"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

"Very thorough examination leading to recommended course of action and follow up if required. All aspects were explained and delivered in a friendly and reassuring manner."

– TD

"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

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.

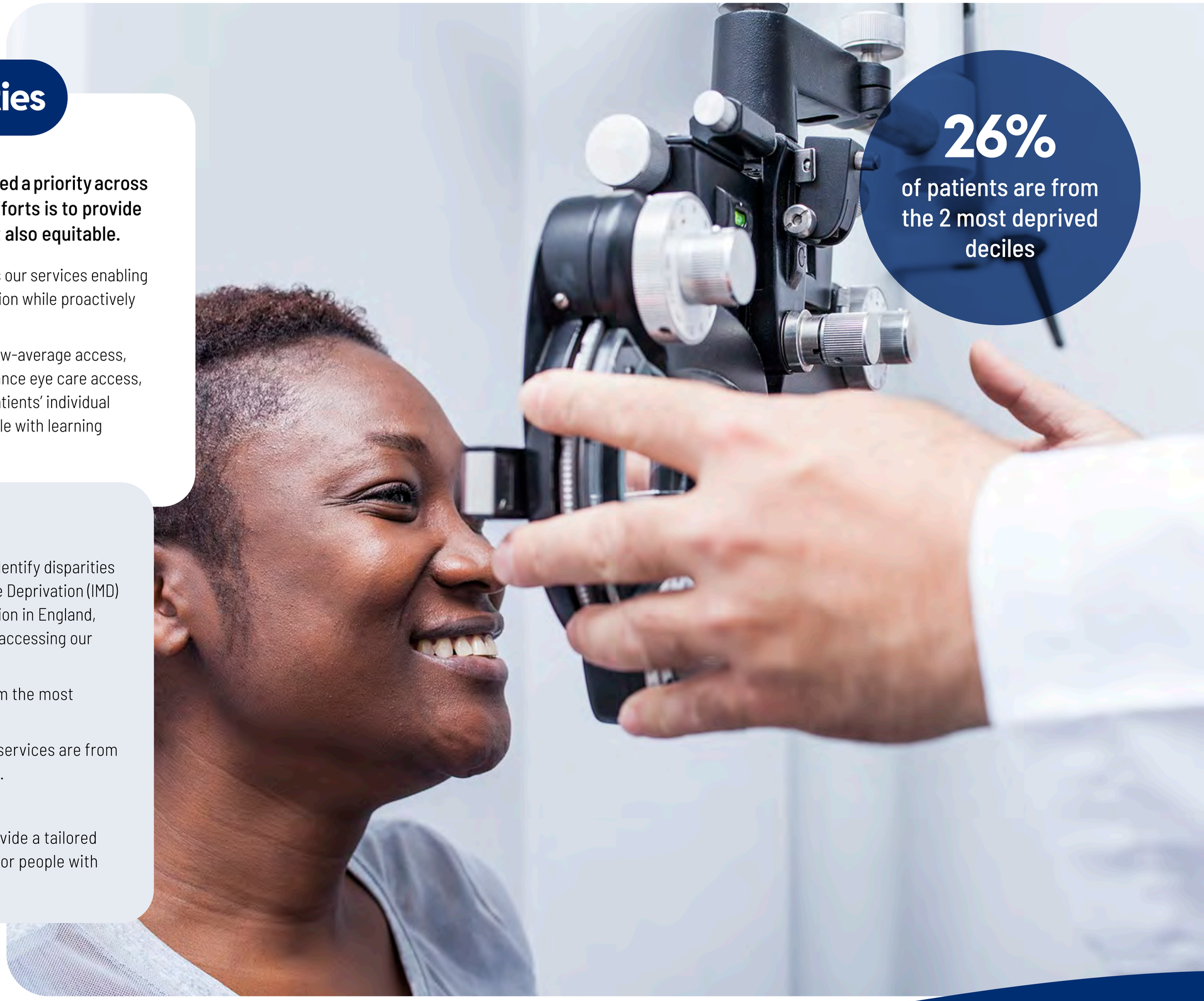
We have identified patients who experience below-average access, experiences, or outcomes in healthcare. To enhance eye care access, we have tailored services specifically to meet patients' individual needs, an example of this is our service for people with learning disabilities and autism.

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, allowing us to assess the IMD for patients accessing our service.
- Almost **17% of patients** we serve are from the most deprived decile.
- More than **26% of patients** accessing our services are 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.



Our Approach to Quality

"At Primary Eyecare Services, we are guided by the standards of the National Quality Board (NQB), the Care Quality Commission (CQC), and the Patient Safety Incident Response Framework (PSIRF). This enables us to establish clear standards, measure quality effectively, and proactively identify opportunities to continually improve quality and patient safety.

"We have embedded a culture of continuous improvement where every team member is empowered and accountable for maintaining high standards. We continue to evolve our approach to patient safety, moving from reactive to proactive methods, allowing us to anticipate potential issues before they impact service quality.

"This integration into our daily operations, ensures that patient safety and service excellence remain at the heart of everything we do."

Rupesh Bagdai
Director of Quality and Governance



Independent Assurance of Quality

A significant milestone for Primary Eyecare Services during the year was our first inspection by the Care Quality Commission (CQC), the independent regulator of health and social care services in England.

Following the inspection process, Primary Eyecare Services was awarded an overall rating of Good, with all five assessment areas rated Good.

Inspected and rated

Good

CareQuality Commission

This recognition provides independent assurance that our systems, processes and culture support the delivery of safe, effective, caring, responsive and well-led services. The outcome reflects the hard work and dedication of colleagues across the organisation and demonstrates our commitment to maintaining high standards of quality, governance and patient safety.

The inspection outcome provides reassurance to patients, commissioners, optometry practices and partner organisations that quality, safety and continuous improvement are embedded throughout our organisation.

"This achievement complements our wider quality improvement programme and reflects our values of being Patient Centred, Collaborative, Inclusive, Trusted and Sustainable which underpin our organisation. Achieving this rating is not an endpoint but an important step in our journey of continuous improvement. We will continue to build on this strong foundation, strengthening our governance arrangements, supporting innovation and enhancing the quality of services we provide for patients, practices and NHS partners."

Rupesh Bagdai
Director of Quality and Governance



Quality Framework

Safe

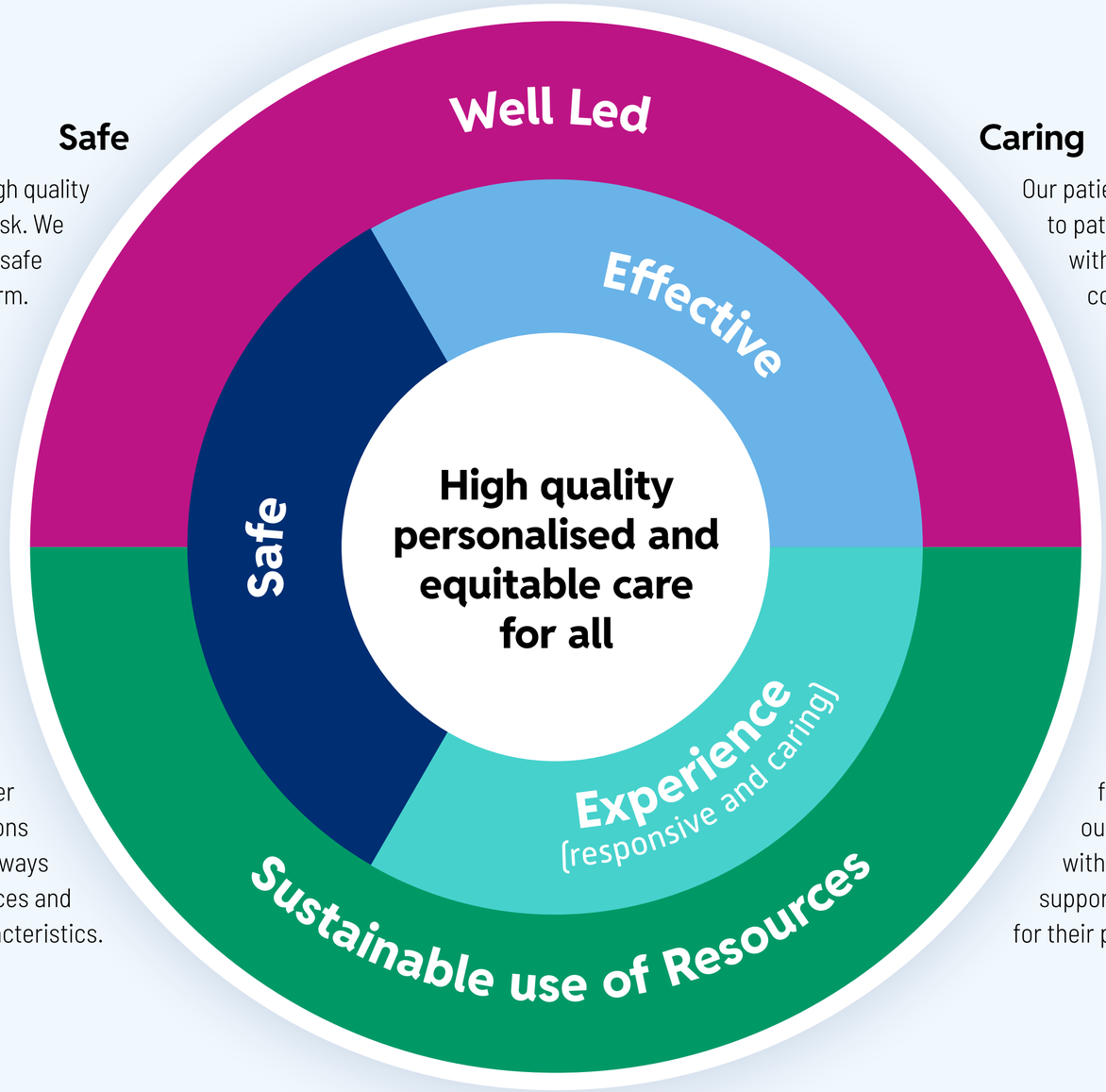
Our services are reviewed to provide high quality eye care while continuously reducing risk. We support and enable patients to make safe choices while protecting them from harm.

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 improve patient care. We empower patients to make informed decisions about their care and ensure we always respect their individual circumstances and protected characteristics.



Caring

Our patient-centred approach is personalised to patient's individuals needs and delivered with kindness, dignity, empathy and compassion.

Well-led

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

Sustainably Resourced

We are a not-for profit organisation focusing 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 has occurred, with a shift in focus to the outcomes of future incidents and an 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.



See our PSIRF overview here →

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 and an improvement plan is developed with an after action review. This allows us to ensure improvements are implemented and sustained. During the reporting period, we investigated 347 complaints or service issues, which equates to fewer than 4 complaints or service issues for every 10,000 patients accessing our services.

National Guardian
Freedom to Speak Up

"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
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

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

Eye Care Navigation:

Ensuring patients are seen by the right person, in the right place, at the right time.

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

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 Case Finding Service
- Glaucoma Repeat Readings Service

Cataract Services:

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

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

Prevention

Cardiovascular Disease (CVD) Enhanced Case Finding (Blood Pressure Testing and Atrial Fibrillation Testing).



Services Insights

We provide 263 services across 32 Integrated Care Boards (ICBs).

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

Over
1 million
assessments

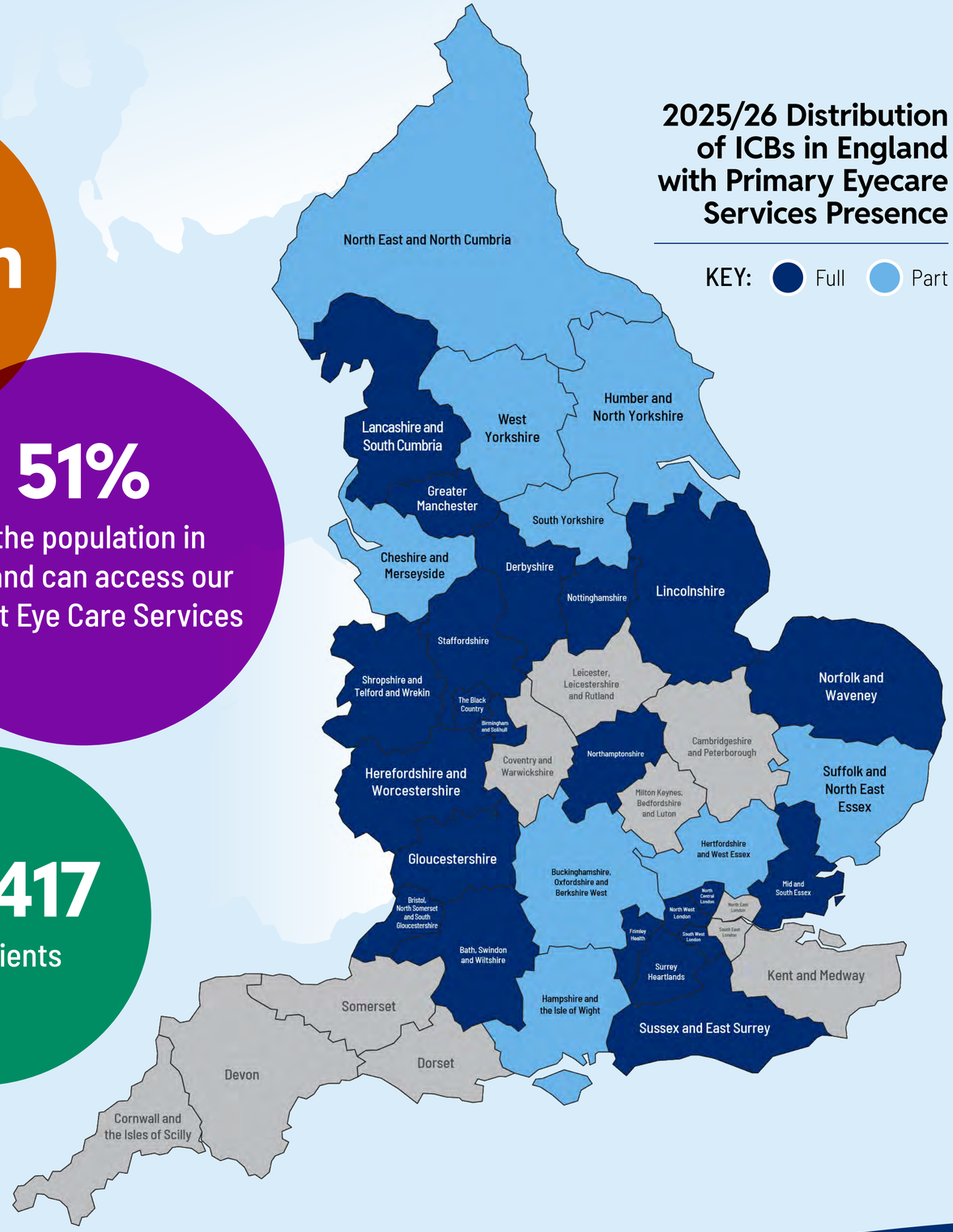
51%
of the population in England can access our Urgent Eye Care Services

Care available via
2,400
practices in collaboration with Local Optical Committees (LOCs) and local systems

957,417
total patients

Minor and Urgent Eye Care Services make up approximately
60%
of our service delivery

2025/26 Distribution of ICBs in England with Primary Eyecare Services Presence



Driving Change Through Partnering

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.

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

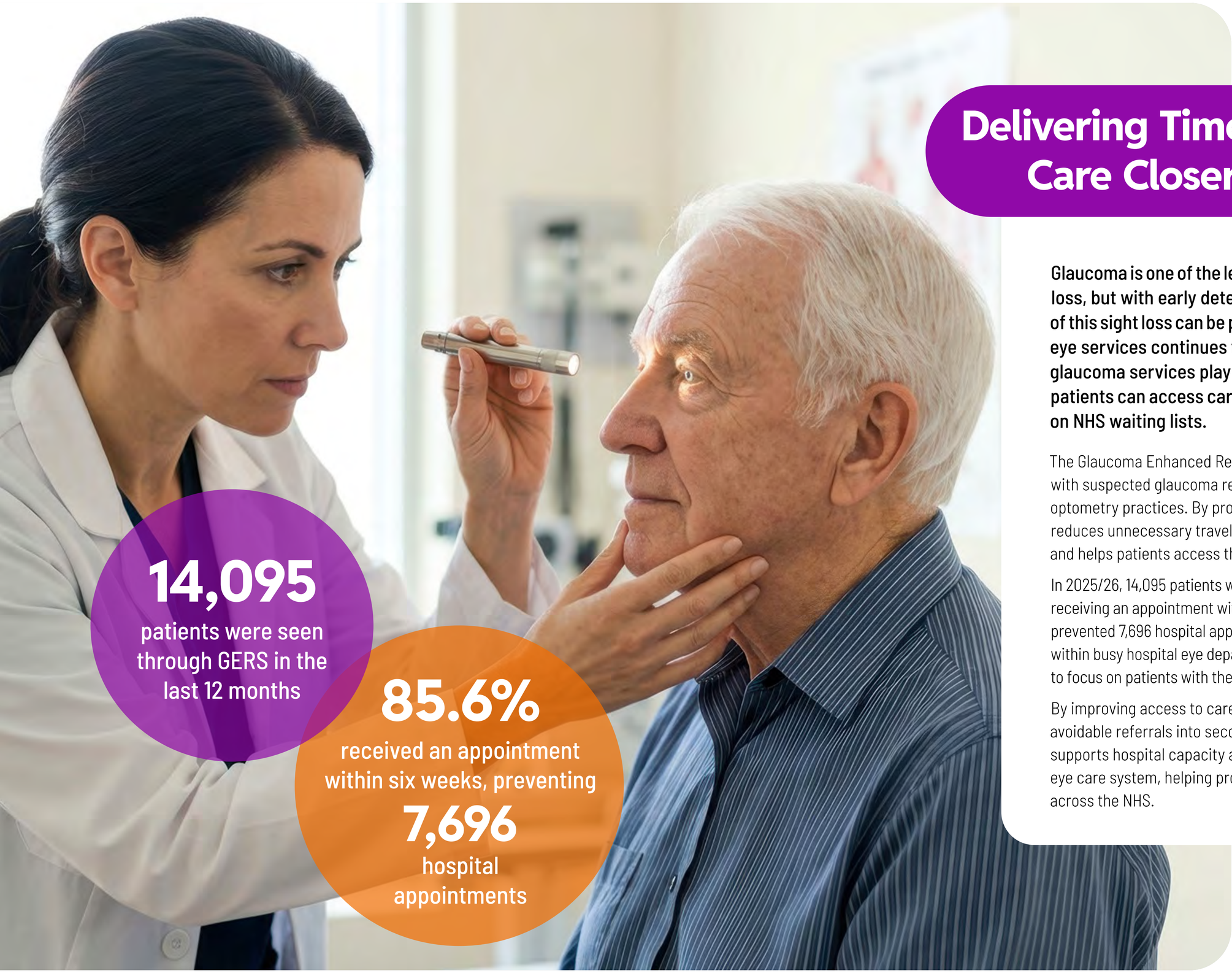
"We are committed to championing quality as a high priority in the design and delivery of the services we provide. To achieve this, we work with our partners, stakeholders and patients to identify key priorities for continuous improvement in our eye care services. Through this collective effort, we strive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

Lisa Gibson
Clinical Director



"Community Urgent Eyecare Service provides patients with accessible urgent eye care in the community, meaning they 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 Offer, NHS Greater Manchester.



Delivering Timely Glaucoma Care Closer to Home

Glaucoma is one of the leading causes of irreversible sight loss, but with early detection and timely treatment much of this sight loss can be prevented. As demand for hospital eye services continues to grow, community-based glaucoma services play an important role in ensuring patients can access care quickly while reducing pressure on NHS waiting lists.

The Glaucoma Enhanced Referral Service (GERS) helps patients with suspected glaucoma receive timely assessment in local optometry practices. By providing care closer to home, the service reduces unnecessary travel, provides reassurance more quickly and helps patients access the right care at the right time.

In 2025/26, 14,095 patients were seen through GERS with 85.6% receiving an appointment within six weeks. The service also prevented 7,696 hospital appointments, releasing valuable capacity within busy hospital eye departments and allowing specialist teams to focus on patients with the greatest clinical need.

By improving access to care in the community and reducing avoidable referrals into secondary care, GERS benefits patients, supports hospital capacity and contributes to a more sustainable eye care system, helping protect sight and improve outcomes across the NHS.

Patient Outcomes

Urgent Eye Care Services

Our urgent eye care services can be **accessed by 51%** of the population in England. **Over 600,000 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 8 months** and the **oldest patient receiving care being 106 years old.**

This service is accessible to all patients with almost **17%** of patients accessing this service from the most deprived decile and over **26%** of patients accessing this service from the two most deprived deciles (**20%** most deprived).

The majority of patients seen within the services are fully managed with only **18.1% 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, only **3.6% are referred to their GP** following assessment in the service with recommended actions such as blood tests.





Case Study: Eye Care Navigation Service

Connecting Patients to the Right Eye Care, First Time

The Eye Care Navigation Service (ECNS) provides a single point of access for ophthalmology referrals, ensuring patients are directed to the right professional, in the right setting, at the right time. Referrals are clinically triaged within 24 hours, supporting faster access to care, informed patient choice and more efficient use of NHS resources.

Improving System Efficiency

- 84,000+ referrals processed in 2025-26
- 8,750 avoidable hospital appointments prevented through clinical triage, advice and guidance, and redirection to community services
- 17% of referrals initially marked as urgent were safely regraded to routine following specialist review, ensuring hospital capacity is reserved for patients with the greatest need.

Supporting Care Closer to Home

- Around 10% of referrals monthly in Greater Manchester are managed through community pathways or advice and guidance
- 200+ glaucoma referrals each month are redirected into community filtering services, with around 40% discharged without requiring secondary care intervention

Enhancing Patient Experience

- 92% of patients contacted digitally respond to the first message
- 30% of patients choose a different provider after reviewing information on quality and waiting times, supporting informed patient choice.

Supporting NHS Priorities

The Eye Care Navigation Service demonstrates how digitally enabled, clinically led referral management can improve patient outcomes, make better use of community eye care capacity and create a more sustainable healthcare system. By reducing unnecessary hospital activity and helping patients access care closer to home, the service supports the NHS's strategic shifts from hospital to community, analogue to digital and sickness to prevention.

View more here →

Bridging the Healthcare Divide

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 on those of our employees.

Digital Accessibility

We have implemented measures to ensure that our website widget offers more accessibility and 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

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.

Primary Eyecare Services has close working relationships with Local Optical Committees and our services are available via 2,400 optometry practices across England.

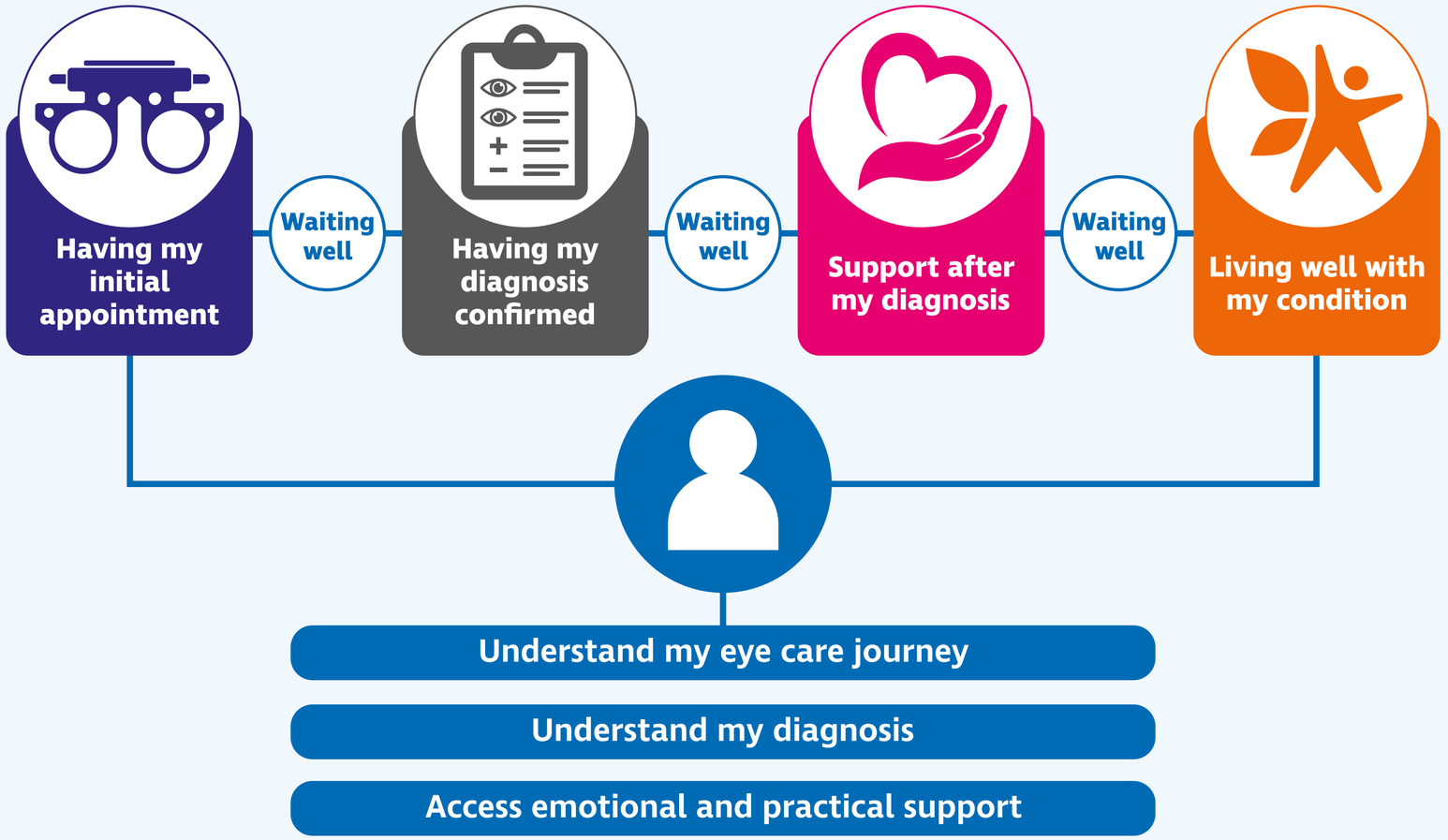
Positive benefits to our approach include:

- 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



Eye care support pathway

Supporting you at every stage of your journey



Guiding Patients Every Step of the Way

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 eye care, 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.

A United Approach to Supporting Sight Loss

"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
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

Our Workforce

Our clinical services are provided by clinicians working within local communities, based within local neighbourhoods across England.



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.



"Everyone in healthcare understands the need to tackle health inequalities, but more must be done for people with learning disabilities. The Easy Eye Care pathway offers a vital service to support patients often overlooked in their pursuit of independent, fulfilling lives."

Richard Everitt, Chair of Easy Eye Care Working Group and Service Development Director

The Voice Rep Group

An employee-led team working closely with senior leadership to review staff recommendations for change and encourage a more inclusive, engaged workplace.

"This employee-led group gives staff a fair chance to share views on organisational decisions. With reps from all departments, it feeds back to senior leadership with around 90% of suggestions being actioned, helping boost inclusion and retention."

Timothy Bagot, Clinical Lead

"The EDI Group promotes fairness and inclusivity across the organisation. With members from various directorates, it embeds EDI messaging and organises cultural events like Chinese New Year, Eid, Diwali, National Eye Health Week and LGBTQIA+ inclusion."

Darshana Mehta, EDI Group Chair

The Equality, Diversity and Inclusion (EDI) Staff Working Group

This employee-led group raise awareness, educate staff and identify areas for improvement to enhance our EDI practices. We have achieved the Trailblazer Bronze Status with Race Equality Matters.

Everyone Counts

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.

2025/26 Staff Satisfaction Survey:

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

- **By March 2026** Primary Eyecare Services had a total of **180 employees**.
- **During 2025-2026** Primary Eyecare Services had **21 leavers** and **60 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.



100%
of our employees receive the real living wage minimum

"Our ambition is to be an employer of choice, where people feel valued, supported and empowered to succeed. By focusing on wellbeing, development, flexibility and inclusion, we are creating an environment where colleagues can thrive, achieve their potential and deliver excellent outcomes, while maintaining a healthy work-life balance."

Tammy Best
People Director



Primary Eyecare

For more information:
www.primaryeyecare.co.uk