



SPAMEDICA QUALITY ACCOUNT

2020/21

SpaMedica



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**“Every patient,
every time:
No exceptions,
No excuses”**

Introduction

SpaMedica is one of the leading providers of NHS and private ophthalmology services, delivering cataract surgery, vitreo-retinal surgery, YAG Capsulotomy, AMD treatment services and other minor eyecare conditions for our patients.

Our mission is to deliver excellent outcomes to our patients, improving their vision within reasonable waiting times, all of which provide efficiencies and cost savings to the NHS. We are now supporting the NHS with four of our own sector-leading training facilities like our dry labs, made available to trainee ophthalmologists in conjunction with their training, as well as SpaMedica staff and surgeons.

In 2020/21, despite a three month lockdown due to COVID, SpaMedica delivered 41,878 NHS patient surgeries/ treatments, remaining the largest provider of NHS cataract surgery by volume of surgeries.

We are working to treat patients in 126 different CCG areas, delivering our ophthalmology services.

As of 31 March 2021 we delivered our services across 26 hospitals and have an ambition to expand our growth across the UK over the coming years. Our patients and clinical teams are supported by our back office and administrative teams from our head office in Bolton, Greater Manchester.

Our mission is to deliver excellent outcomes to all our patients, both NHS and private, improving their vision, within reasonable waiting times, all of which provide efficiencies and cost savings to the NHS

In 2020/21 SpaMedica delivered

**41,878
NHS patient
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treatments**

we are the largest provider of NHS cataract surgery by volume of surgeries.

1.0 Chief Executive Officer's (CEO) statement

2020/21 has been a challenging year for all healthcare sector providers due to COVID. The pandemic has inevitably meant that we all had to change the way we work, to both protect our staff and our patients. The first part of the year saw elective surgery cease, for 3 months, whilst everyone navigated their way through the first national lockdown. Given the high focus on elective surgery, many of our team were furloughed during this time, however, a number of our hospitals remained open, continuing to provide the emergency and acute eye care services we provide for NHS patients. In addition, a few of our hospitals took on additional emergency and acute patients from the local NHS Trusts so that the Trust could cope with the pressures they were feeling from COVID patients. Some of these services were not previously offered at SpaMedica hospitals, and it is testament to the commitment, hard work and patient focused nature of our staff that these services were setup and operational within a few weeks, without any drop in our clinical outcomes and they still continue to provide outstanding outcomes for these patients.

During the first lockdown, we worked with Public Health England, Health & Safety Executive, local Clinical Commissioning Groups, the Royal College of Ophthalmologists and NHS England to define new ways of being able to safely treat patients during COVID. Coming into the second half of 2020, we slowly reintroduced our team back from furlough. The transition for our staff from being furloughed to coming back to work was achieved by additional training, significantly reduced daily patient numbers, new virtual reviews of patients, pre-site attendance screening calls; as well as the introduction of new Infection Prevention Control Procedures. Since the restart, all COVID procedures have remained fully in place and we are pleased to report that inspections, both by internal and external parties, have all been extremely positive of the processes we have adopted.

Whilst managing through the disrupted period above, SpaMedica continued to build upon the structures we put in place in 2019/20. We have continued to consistently achieve the high standard of service we deliver to thousands of patients.

This requires focus and commitment from all our staff, centred around:

- Patient safety
- Excellence in outcomes
- Patient satisfaction

Each of these objectives are measured by SpaMedica. I'm proud to report that despite the impact of COVID, our world-class outcomes have either been maintained, or improved upon. They all continue to remain overwhelmingly positive and are included in this document. We can confirm that the data and description of our services included within this report are accurate.

2020/21 has also seen an exciting period of expansion for SpaMedica, with the opening of 11 new hospitals and 381 new employees welcomed into our SpaMedica family. Through consultations with CCGs prior to opening, these hospitals are all supporting local CCGs and/or NHS Trusts in their post-COVID elective recovery programmes. We continue to invest in our people and facilities to ensure we are consistently delivering high-quality services across all our hospitals.

Building on the key senior staff appointments we made in 2019/20, we reviewed our corporate structure and continued to develop a regional and national structure of clinical and support teams to underpin local hospitals and patient services. We also created additional senior roles within this structure and recruited these into our teams.

To achieve our objectives, it's important for us to have matching values. These keep us focused on our patients, listening to feedback and using this to continually improve our services. Our SpaMedica values are:

Safety: Safety is paramount to everything we do at SpaMedica; especially during a global pandemic. This is never compromised. We demonstrate safety consistently every day across all our hospitals. All our staff are accountable for safety within their own sphere of healthcare and activities.

Integrity: We set high standards throughout SpaMedica and are committed to achieving these, even in difficult situations. We believe in learning from mistakes and continually finding ways we can improve.

Kindness: Our patients are at the heart of everything we do. We believe in being friendly and supportive to our patients and colleagues. We all share the desire to help others; being courteous and respectful at all times.

Transparency: Transparency is highly valued in SpaMedica. We are open and honest about who we are, what we do and how we are performing. We believe that making information accessible to everyone promotes positive outcomes.

In addition to the above, we have also opened three more dry lab training suites to support the Royal College of Ophthalmologists and all local Trusts. This takes our offering to four dry labs; which cover all areas across England. From these, we are providing training to support the development of future Ophthalmologists. In 2020/21, we trained several ST doctors, across all grades, in our dry labs, in a period where they could not receive any training as Trust theatres were closed due to COVID.

During 2020/21 we invested in new technology and systems, including the migration of our Electronic Patient Record System over to mediSIGHT and embedded this into the business, fully integrated our Datix system for capturing patient feedback, developed further in-house tools to risk stratify our patients and developed a system to continuously monitor, review and appraise our surgeons.

2.0 How we measure...

how well we are doing, continuously improve our services and respond to checks by regulators.

2.1 Overview of past priorities for improvement

To measure our performance, SpaMedica uses the ophthalmic clinical quality indicators reported in section 2.2.

We calculate our progress against these indicators monthly, analysing the trends and reporting them through our Clinical Governance and Board meetings. Performance is reviewed and managed by our Hospital Managers and Area Managers, supported by our clinical governance team, engaging with our consultants and optometrists as they do so. Any outliers in performance are followed up with the leadership team of the hospitals concerned and they are given extra support from our clinical governance team through extra coaching and supervision as required.

As the hospital network has expanded, we have invested in our regional infrastructure, with hub hospitals at Wolverhampton and Wokingham acting as the base for teams offering close support to our hospitals in the Midlands and the South. Each hospital is led by a Hospital Manager, who is the CQC Registered Manager, and they are supported by an experienced team of Area Managers who would typically be responsible for around 5 hospitals.

Our clinical quality is underpinned by an extensive suite of policies that is subject to continuous review; this review process is facilitated by our policy library software called NETconsent, enabling us to ensure that only the latest version of the policy is in circulation and that we can evidence that our colleagues have read them.

Compliance with these policies and referral criteria

is monitored through a clinical audit program which has also been extensively reviewed during the past year, moving the audit tools to a tablet-based program designed to ensure that the emphasis is on meaningful review of the data.

All incidents of non-compliance with our policies or clinical pathways are captured in our risk management system, Datix, which we also use as the platform for our risk registers and managing complaints. Trends in incidents are reviewed through a structured programme of meetings. Each meeting has Terms of Reference that are regularly reviewed to ensure that the appropriate colleagues are engaged in the discussion and in sharing the lessons learned.

Our operations and management teams meet monthly and the Hospital Managers are required to cascade what they have learned to their

hospital teams at monthly meetings. We collect copies of the minutes of these meetings to ensure that the cascade is carried out.

Our bi-monthly Clinical Governance Committee, in which we focus on compliance with policy and any trends in Datix incidents, alternates with our Clinical Effectiveness Group, in which the main focus is on continuous improvement of policies and processes.

All day to day matters relating to the clinical operations of our hospitals are included in a weekly email which the Hospital Managers are required to use to share information with our hospital teams. We also publish monthly newsletters containing updates from the Directors on the progress of their teams against our longer-term objectives.

We focus on specific development areas, such as the recruitment program that is designed to minimise the requirement for staff to travel between sites and our reliance on agency staff.

We use the patient feedback measures reported below. We collect these by individual, face-to-face interviews with all patients at their point of discharge. We also ask patients to give feedback online, via the NHS UK website, in their own time.

In 2020/21 we received over 1,555 5-star reviews on the NHS website, with 99% of our patients saying they would recommend us to family and friends.

SpaMedica is committed to building partnerships with our commissioners and we encourage local CCGs to visit our hospitals, observe our service delivery and discuss services with local staff. Over the last year these visits have not been taking place

due to Covid restrictions but we will welcome their resumption at the appropriate time.

In 2019/20 SpaMedica was audited by Rotherham CCG using external auditors to examine the accuracy of our clinical coding and application of the Effective Use of Resources (EUR) cataract criteria at SpaMedica. 134 patient medical records were reviewed, and the audit findings were very positive, identifying 100% compliance with EUR commissioning criteria and clinically appropriate treatment.

When coding our activity, 100% of primary and secondary procedures were coded correctly. Some improvements to coding completeness have been identified and these are being progressed in 2021.

The Healthcare Quality Improvement Partnership (HQIP) commissioned The Royal College of Ophthalmology (RCOphth) to produce the National Ophthalmic Database (NOD) so that quality information was available for cataract surgery outcomes. Most NHS Trusts participate in this national annual audit. We are proud to be the one independent Eye Hospital provider to submit data to the NOD. In 2020/21, SpaMedica's average PCR rate of 0.42% was better than the national average of 1.1%.

Last year we completed a research study 'Are topical antibiotics needed after cataract surgery?' This was published in the American Academy of Ophthalmology. We also investigated IRIS expanders as a risk factor for cystoid macular oedema.

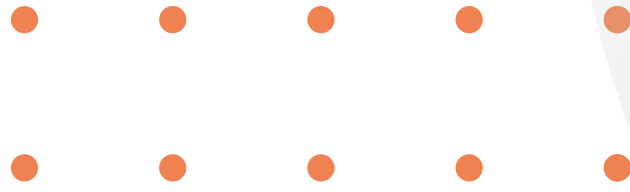
All our Hospital Managers maintain regular contact with their CQC relationship managers and use an audit tool to ensure evidence is available for them when required. During the Covid pandemic the inspection program was replaced with Transitional Arrangements Monitoring meetings, conducted virtually via Teams, in which the CQC Relationship Managers for each of our hospitals assess evidence provided by our Registered Managers, usually in the discussion and sometimes face to face.

We have shared the feedback from each of these meetings across all our hospitals to ensure that we share any new information and take a consistent approach.

The main clinical objective for 2020/21 was to be the leader in UK ophthalmology in terms of outcomes, using the accepted measures (NOD data) and to give exceptional patient care (measured by NHS UK reviews and Friends and Family reviews). We also want to minimise clinical incidents and ensure we learn from each and every one. Above all we strive to ensure that putting patient safety first in all our hospitals is embedded in the culture of SpaMedica.

We use the NHS Data Security and Protection Toolkit to inform and support all our information governance processes and the priorities for action.

2.2 Clinical quality indicators



2.2.1 Clinical outcomes – cataract surgery

2020/21 Visual outcomes:

Royal College of Ophthalmologists (RCOphth) guidelines of \pm +95%.

96.93%

of SpaMedica patients achieved visual acuity of 6/12 or better

2019/20

96.14%

RCOphth guidelines of \pm +85%.

92.51%

of patients achieving \pm 1.00D deviation from predicted spherical equivalent refraction

2019/20

91.87%

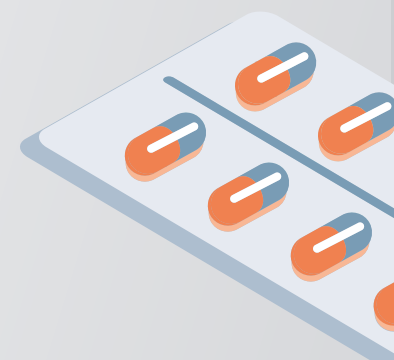
NOD/ RCOphth UK national standard 0.9% or below.

0.43%

of SpaMedica patients had significant loss of vision (defined as more than 3 lines loss of vision on the standard tests) after cataract surgery

2019/20

0.24%



2.2.2 Year on year comparison

Infections, all sites:

2020/21

0.00%

Eyelid infections

2019/20

0.01%

Eyelid infections

0.02%

Endophthalmitis

(UK prevalence 0.08%)

0.00%

Endophthalmitis

Posterior Capsular Rupture (PCR) rate

PCR, a complication of cataract surgery, is widely accepted as the leading barometer for the overall quality of cataract surgery throughout the UK.

PCR rate - all sites

2020/21

0.42%

2019/20

0.42%

Cataract surgeries by volume and PCR rates..

SpaMedica is proud to work alongside the Royal College of Ophthalmologists (RCOphth) on their National Ophthalmology Database (NOD) Audit, sharing our results and outcomes. We're delighted to announce that the latest Audit (2020) has found that 99.5% of our patients encounter no cataract surgery complications. We're the only independent eye hospital group to provide cataract surgery data to the RCOphth NOD Audit and our data is collated, along with data from 65% of the NHS Trusts in England and Wales.

PCR (risk adjusted*) rate:

SpaMedica PCR rate

0.42%

(1 in 238 patients)

National UK average PCR Rate

1.10%

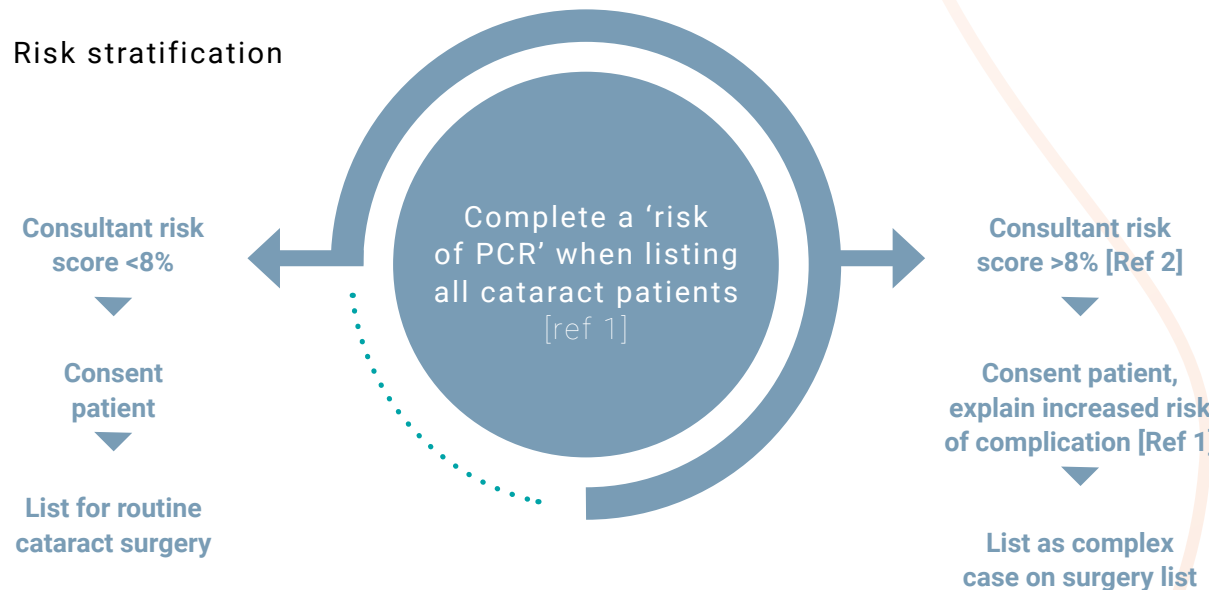
(1 in 91 patients)

* The NOD risk adjustment model is calculated from case complexity data sets from 2015-2020. The data are risk adjusted to acknowledge case complexity and provide credit to surgeons and centres undertaking complex work.

2.2.3 Clinical outcomes – complex cataract surgery

Ocular co-pathology is present in more than 25% of SpaMedica patients. Research [Ref 2] has shown that it is possible to predict the risk of complications, such as PCR. We have developed an in-house process to stratify our patients according to risk.

Patients are considered high-risk if the PCR risk score is $\geq 8\%$. High-risk patients are treated by one of our specialist vitreoretinal surgeons. This ensures that if any complication arises during surgery, they can be treated immediately by the specialist surgeon. This prevents distress for patients and reduces the number of visits and operations for patients; ultimately improving clinical outcomes for patients. It also reduces the financial burden on the NHS through avoiding multiple visits and surgeries.



References:

1. NICE. *Cataracts in adults: management*. October 2017. <https://www.nice.org.uk/guidance/NG77>
2. Narendran N, Jaycock P, Johnston RL et al. *The Cataract National Dataset electronic multicentre audit of 55,567 operations: risk stratification for posterior capsule rupture and vitreous loss*.

Our specialist vitreoretinal surgeons are located in each of our regions – in 2020/21 these were based in Birmingham, Bolton, Bradford, Bromley, Chelmsford, Manchester, Newcastle-under-Lyme, Sheffield, Wokingham and Wolverhampton.

Our specialist surgeons performed 130 vitreoretinal operations this year.

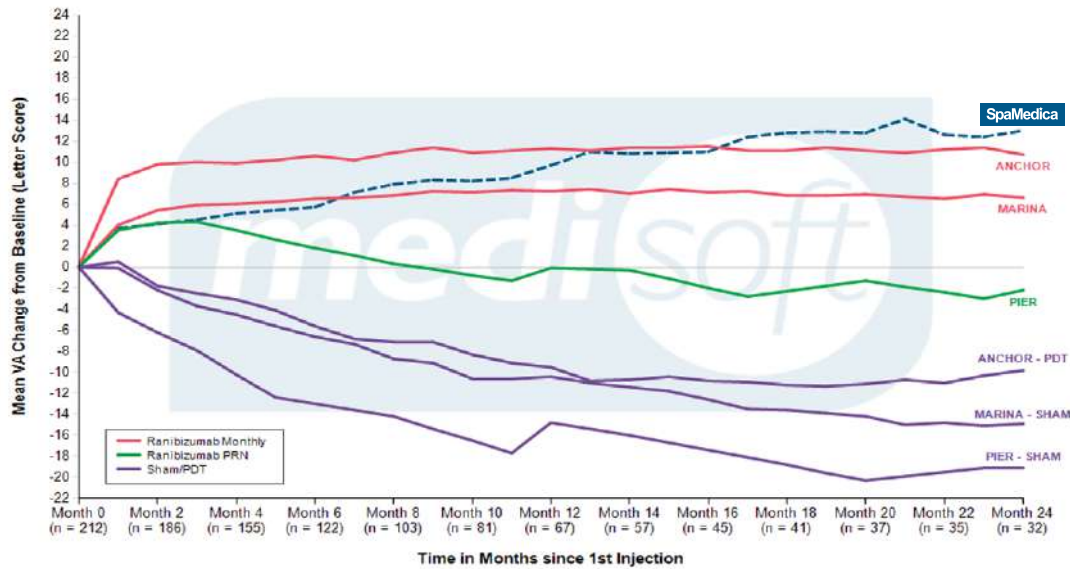
2.2.4 Clinical outcomes – AMD treatment

Age-related macular degeneration (AMD) causes progressive loss of central vision, but this can be slowed or stopped with treatment. 'Dry' AMD usually progresses slowly, over years. 'Wet' AMD develops rapidly and a speedy appointment for the referral is essential.

Our specialist surgeons performed 985 AMD treatments this year.

Our results are comparable to the landmark studies (ANCHOR & MARINA*); demonstrating the value of our AMD treatment in improving patients' vision and maintaining the improvement over a sustained time period. SpaMedica patients showed a significant improvement in vision.

2.2.5 Clinical outcomes - AMD treatment (CTD)



* The MARINA (Minimally Classic/Occult Trial of the Anti-VEGF Antibody Ranibizumab in the Treatment of Neovascular AMD and ANCHOR (Anti-VEGF Antibody for the Treatment of Predominantly Classic Choroidal Neovascularization in AMD) 2010 trials were a combined 2-year analysis of the safety and efficacy of monthly ranibizumab vs PDT in classic wet AMD.

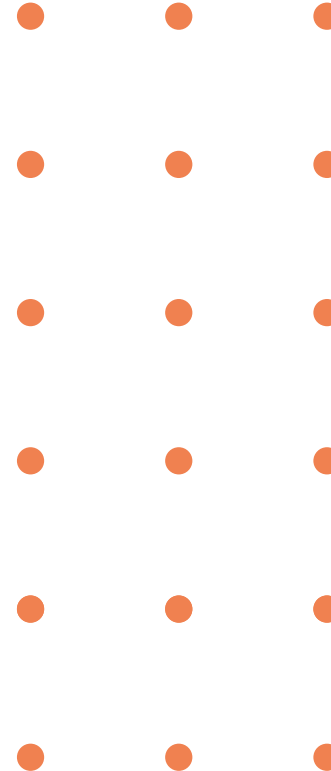
2.3 Data quality indicators

Number of patient records with NHS number and GP

65,650	0.002% (1 patient)	0.022% (8 patients)
Total patients	Missing NHS number	Missing GP info

2.3.1 Data security toolkit score

Our CyberEssentials Plus certification is valid to 30 June 2021. Work is in progress to renew our certification for another year and should be completed by 30 June 2021.



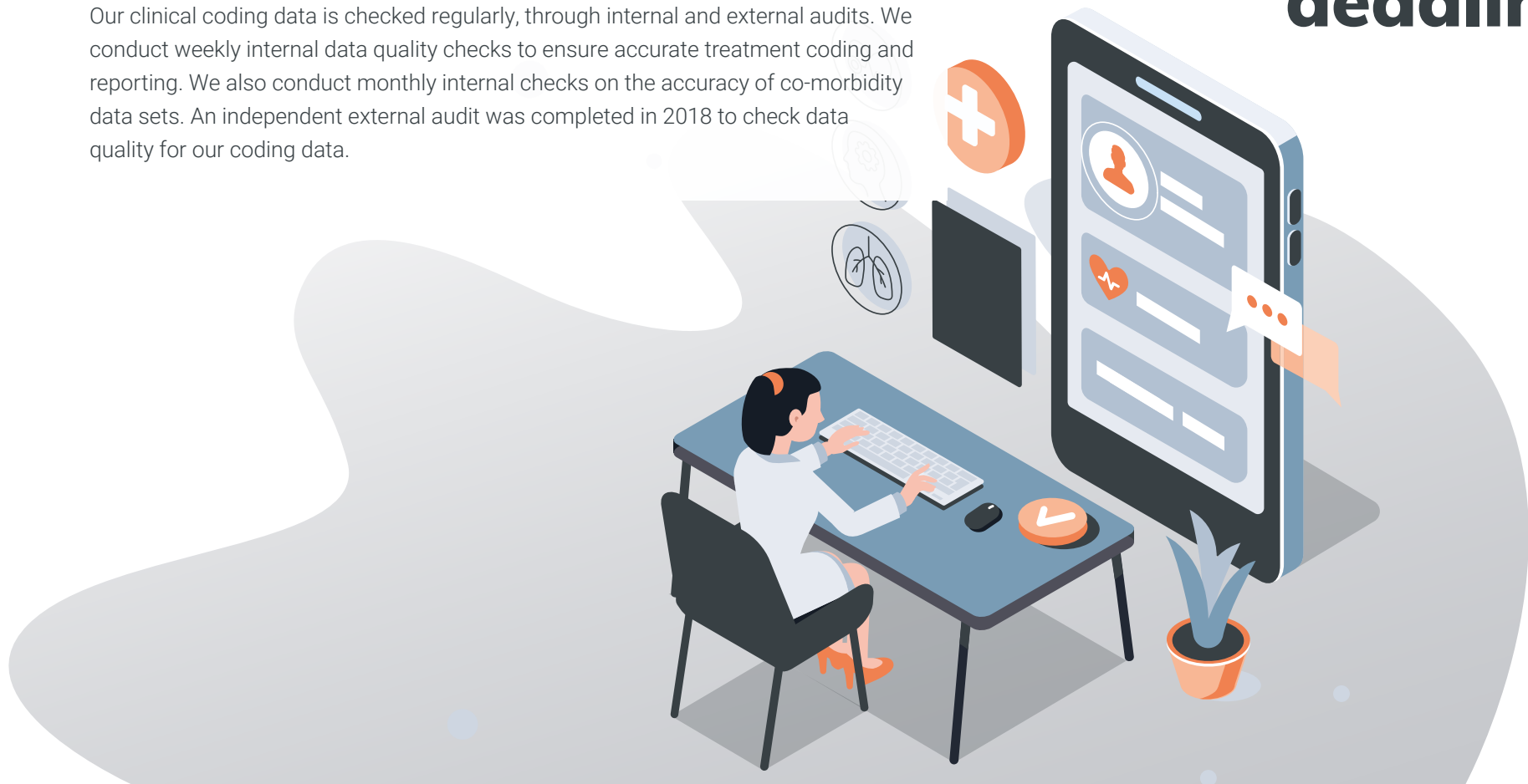
2.3.2 Clinical coding

Our Clinical Coding and Informatics Team use the current International Classification of Diseases (ICD-10) and the latest classification of interventions and procedures (OPCS-4) to code all our patient records before submission of our data to the national secondary uses service (SUS) database. Our coding team meet all deadlines and there is no backlog of records awaiting coding.

SpaMedica specialises in Ophthalmology, but our patients have the usual wide range of comorbidities and complications that need to be considered, as they may affect their treatment.

Our clinical coding data is checked regularly, through internal and external audits. We conduct weekly internal data quality checks to ensure accurate treatment coding and reporting. We also conduct monthly internal checks on the accuracy of co-morbidity data sets. An independent external audit was completed in 2018 to check data quality for our coding data.

Our coding team have met all our deadlines



2.4 Patient reported outcome measures

2.4.1 Patient satisfaction survey

We always listen to our patients and value their feedback on our services. This helps us identify where we are performing well and which areas we need to improve. We have four different ways patients can use to provide feedback:

- Verbal feedback following treatment
- Patient questionnaire on discharge
- NHS UK website
- Local focus groups

1. No or mild pain in theatre

99.98% **41,750** patients

99.98% patients report no or only mild pain during surgery.

2. Good bedside manner from surgeon

99.68% **23,115** patients

99.68% report good or very good bedside manner from surgeon

2. Bedside manner question improvements

We provide feedback to our surgeons on these results and also their individual results each quarter. This drives continual improvement in the care and service we provide. We wanted to get a better understanding of the meaning of 'bedside manner', so from 1 June 2020 onwards, we introduced the following three questions:

- Did your surgeon introduce themselves by name?
- Did your surgeon give you the opportunity to ask questions?
- Did your surgeon reassure you throughout your operation?

2i. Did your surgeon introduce themselves by name?

99.80% Agree
0.20% Disagree

2ii. Did your surgeon give you the opportunity to ask questions?

99.71% Agree
0.29% Disagree

2iii. Did your surgeon reassure you throughout your operation?

99.53% Agree
0.47% Disagree

3. Would you be happy to recommend this surgeon to your friends and family?

99.80% **41,682** patients

99.80% patients would be happy to recommend their surgeon to friends and family

4. 1st eye - Are you happy with the outcome?

98.33% **531** patients

Out of the 540 patients asked, 98.33% (531) were happy with the outcome of their first eye

5. Would you recommend SpaMedica?

100.00%

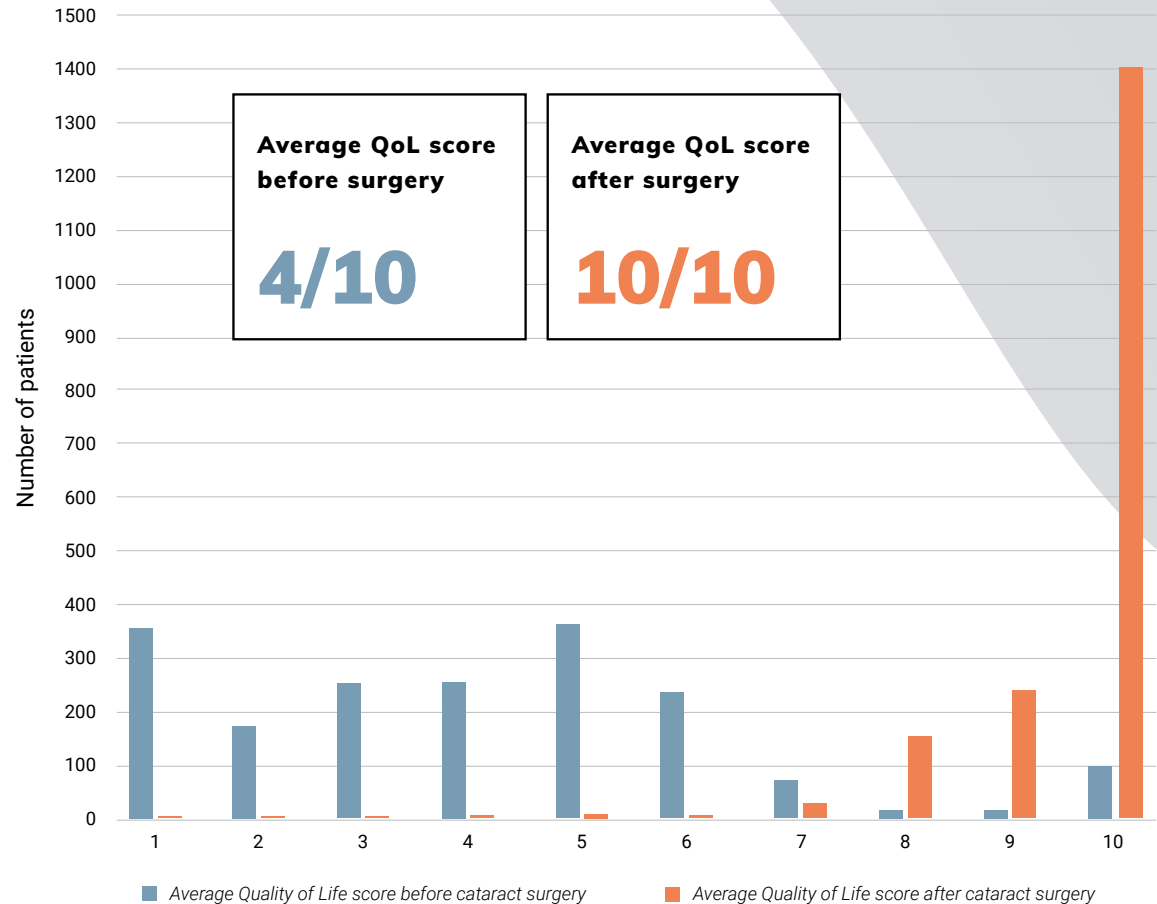
401 patients asked

Out of the 401 patients asked, **94.26%** said they were **Extremely Likely** to recommend SpaMedica, with the other **5.74%** saying that they were **likely** to recommend SpaMedica.

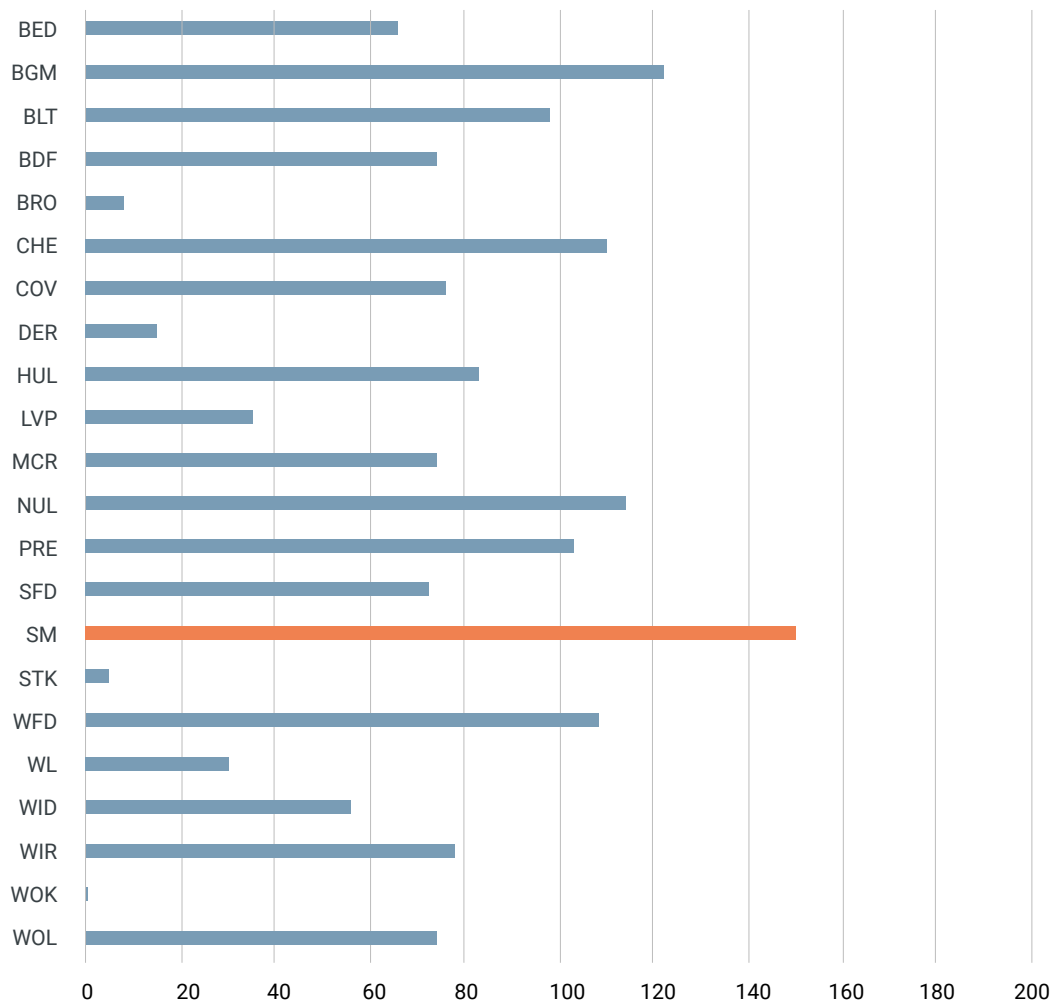
2.4.2 Quality of life feedback from patients

For some commissioners, we ask our patients questions before and after surgery about how having cataracts affects their quality of life; measured by their ability to perform normal, day to day tasks. The following graph shows the impact reported by our patients, showing number of patients and average Quality of Life scores from 1 (very poor quality) to 10 (excellent quality).

Quality of Life score before and after surgery (1 very poor - 10 excellent)



2.4.3 All our hospitals have been rated* as 5-star from 1,555 patient reviews on NHS UK



- BED - Bedford
- BGM - Birmingham
- BLT - Bolton
- BDF - Bradford
- BRO - Bromley
- CHE - Chelmsford
- COV - Coventry
- DER - Derby
- HUL - Hull
- LVP - Liverpool
- MCR - Manchester
- NUL - Newcastle-under-Lyme
- PRE - Preston
- SFD - Sheffield
- SM - SpaMedica Profile
- STK - Stockton-on-Tees
- WFD - Wakefield
- WL - West Lancashire
- WID - Widnes
- WIR - Wirral
- WOK - Wokingham
- WOL - Wolverhampton

* Overall rating score is based on NHS UK ratings for the question "How likely are you to recommend this service to friends and family if they needed similar care or treatment?". Number of 5 star ratings from Apr 2020 to Mar 2021.



99.9%
rated 5-star



★★★★★ NHS

“It’s pure magic the work they do. They look after you from first contact to the surgery. The finished product is you can see the world afresh. I cannot praise this company enough. You are looked after from start to finish with care and attention.”

★★★★★ NHS

“SpaMedica is one of the most efficient medical centres you could wish to deal with. From the moment you arrive to the time you leave you receive a totally professional service and treatment.”

★★★★★ NHS

“I cannot speak too highly of the service I received. From the receptionists, to the nurses and the surgeon, I was treated courteously and professionally, which inspired confidence in the treatment I was to receive. I am delighted with the results of the surgery.”

2.4.4 Dry Lab/Training suite

As the UK's largest NHS cataract surgery provider, SpaMedica is committed to playing a pivotal role in NHS cataract surgery training, sharing expertise and knowledge with trainee surgeons.

We have invested in the development of four new regional training centres, as well as a mobile training facility, to ensure our free training is easily accessible to all 13 NHS deaneries and their trainee doctors.

There are now 4 digital dry labs established in Widnes, Wolverhampton, Stockton-on-Tees and Wokingham.

We launched the cataract surgery training programme to NHS doctors in the North West in 2019 and have seen positive results and feedback from delegates. The facilities also offer practice sessions for doctors wanting to refresh or improve their skills. SpaMedica now has training centres in the North East, North West, Midlands and South of England.

In addition to the four training centres we also offer a mobile 'pop-up' training facility that can be used to deliver training to any doctors based in more remote locations.

We are currently working with contracted CCGs and the Royal College of Ophthalmologists on the training structure and roll-out of the educational programme and now taking bookings to register doctors for training.

"Excellence in education and training are fundamental to supporting the future of ophthalmic surgery in the NHS and ensuring that the highest standards of patient care are achieved," said Dr Alex Silvester, Medical Director at SpaMedica.

"We have developed our extensive training programme to support future surgeons to become proficient in cataract surgery and patient care.

"We are working in partnership with CCGs and Trusts to support the treatment and care of their cataract patients, as well as offering training for their doctors. Trainees can practise and refine their cataract surgery techniques using synthetic model eyes in digital dry labs that replicate the feel, texture and characteristics of a human eye with cataracts, using the same microscopes and phacoemulsification equipment used in theatres.

"We believe that our education and training will help drive improved quality and outcomes for NHS cataract surgery patients across England."

Nick Savage, an ST1 Ophthalmology Trainee from Aintree University Hospital NHS Foundation, said: "The SpaMedica training lab is a great facility equipped with a range of incredible kit, as well as friendly and helpful staff. The training sessions have been both interesting and enjoyable."

2.4.5

All About Cataracts

All About Cataracts is an online directory created by SpaMedica to aid the understanding of cataracts and to reassure anyone who has cataracts on the process for treatment.

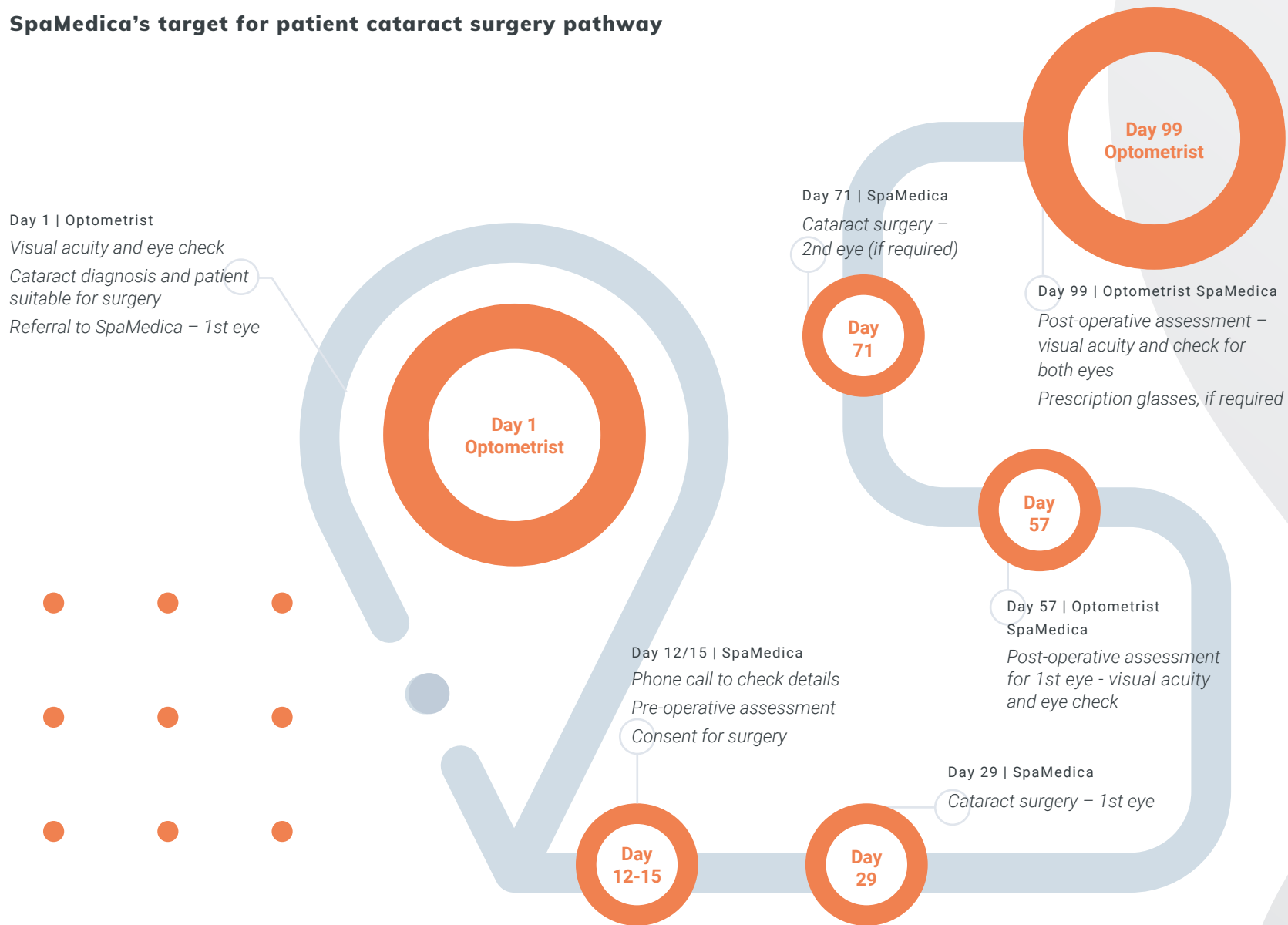
It has been written by our clinicians – Optometrists and Ophthalmologists – all specialists in cataract treatment.

It is a guide for everything you need to know about Cataracts – people can find information on symptoms, diagnosis, surgery and advice on what to do (and not do) after cataract surgery.

The AAC website went live in September 2020:
<https://www.allaboutcataracts.co.uk/>

2.5 Referral to treatment (RTT) times

2.5.1 SpaMedica's target for patient cataract surgery pathway



2.5.2 RTT statistics

The NHS operational standard for RTT is 92%, which means we must ensure over 92% of our patients wait no more than 18 weeks from their referral date to when they have their surgery. Providers are submitting a higher % over 52 weeks, and RTT templates have been adjusted from April 2021 to reflect this.

RTT times have been impacted by Covid-19 due to the cancellation of routine procedures country-wide. SpaMedica has been involved in projects with the local trusts by transferring long waiting patients to SpaMedica to reduce the RTT nationwide by making available theatre capacity.

2.6 Patient support

Each patient is called by SpaMedica to offer a choice of appointment date and obtain consent to view their NHS medical history. We book appointments, send confirmation letters, ring and text patients with a reminder two days before every appointment.

Our in-house contact centre team manages on average over 10,000 inbound calls each month and deals with both patient and community optometrist queries. Between April 2020 and March 2021 we managed a total of 171,671 inbound calls. We have a dedicated emergency patient helpline. This is available 24 hours per day, 365 days per year. Our in-house optometrists are on-call to support the emergency helpline, with access to consultant ophthalmologists as needed.

The number of times we need to use the emergency call out team is very few, but we move quickly to minimise risk, opening our hospitals to treat patients, day or night. Dedicated emergency surgery and consultation slots are available for patients in every SpaMedica clinic and theatre list.

The Covid pandemic has inevitably meant changes in the way that we manage the patient flow through our hospitals. We call all patients to ensure they are symptom free before they come to the hospital and check again on arrival, with all patients and staff being temperature checked at the door.

Patients are asked not to bring visitors with them and social distancing and strict PPE requirements are adhered to at all times, with extensive signage reinforcing these messages.

The NHS operational standard for RTT is 92%

In the year to 31 March 2021, we achieved this target every month across all SpaMedica sites.

All staff test themselves twice a week with lateral flow tests and the majority of our staff have now been vaccinated twice, receiving strong encouragement from our clinical leadership team to do so.

Our Registered Managers are required to conduct regular checks to assure the Board that all Covid-related precautions are in place and being adhered to and that LFT tests are being completed. We expect to maintain all Covid related protocols for the foreseeable future, despite the gradual easing of lockdown that is taking place as we write this.

Where patients live 10-30 miles from our nearest hospital, or need our transport service, our team provide free transport to and from our hospitals in our SpaMedica patient minibuses.

2.7 Staff training and development

We provide opportunities for our staff to grow, through learning and development, to achieve their full potential. Individual personal development plans are agreed when staff join the team and are reviewed at least annually.

All new employees receive a tailored induction programme when they join us. This includes our comprehensive mandatory training. We hold monthly induction events, so all staff receive an induction within their first few weeks with SpaMedica. All SpaMedica's clinical staff are trained to the highest standards, with clinical competencies for each area formally assessed. We have ten core competencies for RGNs and 12 core competencies for HCTs.

In the past year we moved our induction offering online to ensure a great experience for new starters in a Covid-safe way and to ensure that all staff receive an induction within their first few weeks with SpaMedica.

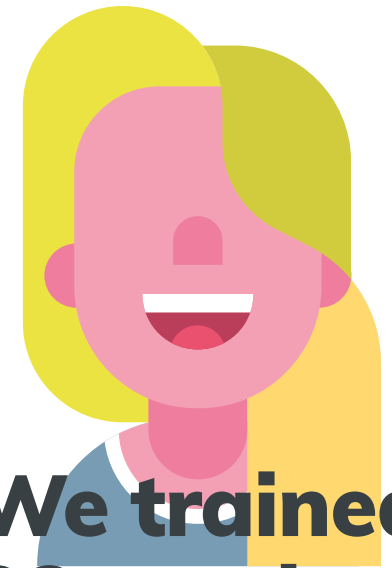
We also implemented our brand new Learning Management System, eyeLearn. This allows all employees to access learning on a multitude of topics, from communication skills to clinical skills and to take control of their own learning, development and progression.

87% of all SpaMedica staff completed all of their mandatory training during 2020-21. This score is adversely affected by the number of new sites opened where people have only just joined the company.

93% of staff employed all year completed the required mandatory training; despite a significant number of those being furloughed during the April-June 2020 period due to the Covid-19 pandemic.

We encourage staff to take advantage of career promotion opportunities; if that's what they aspire to. We also enable non-clinical staff to move across and train in clinical roles if they wish to. We also encourage staff to acquire additional skills and qualifications, to assist them in their role at SpaMedica. In the past year, we trained 28 RGNs as ophthalmic theatre scrub nurses.

We are proud to once again have been awarded gold status from Investors in People (IIP), positioning us within the top 4% of companies achieving world-class performance for staff engagement.



**We trained
28 scrub
nurses**

**in the year to 31st
March 2021**

INVESTORS IN PEOPLE®
We invest in people Gold

2.8 Post-op accreditation scheme summary

We offer our cataract surgery patients the opportunity to have their post-operative follow-up assessment at their local optician's practice. Patients are therefore treated back in the community, closer to their home.

Many optometrists were closed to all but emergency appointments during the first and subsequent Covid-19 lockdowns. We also stopped routine cataract surgery for several weeks, as instructed by the Government. The emergency/complex operations carried out were more likely to require SpaMedica post-operative follow up.

A total of 21,187 post-op follow up appointments were delivered by community optometrists during the year to 31 March 2021.

- 2019 - 1,751 accredited optometrists
- 2020 - 2,237 accredited optometrists
- 2021 – 3,000 accredited optometrists

We held 32 accreditation events in the year to 31 March 2021 via online webinars. We only use qualified, registered optometrists that have personally completed our accreditation process for post-op follow ups. We also have service level agreements with key national organisations supplying community optometry services.

Complex patients, or those that develop post-operative complications, will always be seen at a SpaMedica hospital for their post-op follow up.



3.0 SpaMedica services overview

3.1 Cataract surgery

- 41,878 cataract surgeries in the year to 31 March 2021.
- 100% of cases performed under topical anaesthesia.
- All patients assessed for risk of complications, with complex cataracts put on a specialist vitreo-retinal surgeon list.
- Excellent outcomes and low complication rates compared to other providers.
- 12-week average discharge for both eyes surgeries.
- Patient satisfaction survey: 99.8% rate SpaMedica as a five-star service on NHS UK.
- Post-operative appointments provided close to patient homes through accredited community optometrists.

3.2 YAG capsulotomy

- 12,548 YAG laser treatments in the year to 31 March 2021.
- Target RTT - six weeks.

3.3 Vitreo-retinal (VR) surgery

- 130 VR appointments in the year to 31 March 2021 – includes VR lists, VR assessments and specialist follow up.
- All patients with complex cataracts are put on a complex theatre list and operated on by our VR surgeons with support from specialist clinical team
- We follow up complications ourselves.

3.4 AMD treatment

- 6,544 consultant retina clinic appointments in the year to 31 March 2021.
- Dedicated AMD clinic co-ordinators assist our patients on their treatment journey.
- Timing of treatment is a key factor in determining the successful outcomes of anti VEGF treatment. All our AMD services meet the national standards: treating all patients within 14 days of receiving the referral and the majority within 48 hours. We met the 14 day target.
- We offer all the latest anti VEGF treatments to our patients.
- Our patients benefit from individualised treatment plans most appropriate for their condition and suitable to their needs.
- Our patients can choose from a wide range of appointment options.

3.5 SpaMedica Hospitals

The services and data in this Quality Account are reported from the following 17 SpaMedica hospitals. This table shows where and when our hospitals were open and offering services to NHS patients.

HOSPITAL/CLINIC	APR-20	MAY-20	JUN-20	JUL-20	AUG-20	SEP-20	OCT-20	NOV-20	DEC-20	JAN-21	FEB-21	MAR-21
Bedford	x	x	x	x	x	x	x	x	x	x	x	x
Birmingham	x	x	x	x	x	x	x	x	x	x	x	x
Bolton	x	x	x	x	x	x	x	x	x	x	x	x
Bradford	x	x	x	x	x	x	x	x	x	x	x	x
Brighton												x
Bristol										x	x	x
Bromley								x	x	x	x	x
Chelmsford	x	x	x	x	x	x	x	x	x	x	x	x
Coventry					x	x	x	x	x	x	x	x
Derby							x	x	x	x	x	x
Gloucester									x	x	x	x
Hull	x	x	x	x	x	x	x	x	x	x	x	x
Liverpool	x	x	x	x	x	x	x	x	x	x	x	x
Manchester	x	x	x	x	x	x	x	x	x	x	x	x
Newcastle-under-Lyme	x	x	x	x	x	x	x	x	x	x	x	x
Poole												x
Preston	x	x	x	x	x	x	x	x	x	x	x	x
Sheffield	x	x	x	x	x	x	x	x	x	x	x	x
Southampton												x
Stockton-on-Tees							x	x	x	x	x	x
Wakefield	x	x	x	x	x	x	x	x	x	x	x	x
Watford												x
West Lancashire	x	x	x	x	x	x	x	x	x	x	x	x
Widnes	x	x	x	x	x	x	x	x	x	x	x	x
Wirral	x	x	x	x	x	x	x	x	x	x	x	x
Wokingham								x	x	x	x	x
Wolverhampton	x	x	x	x	x	x	x	x	x	x	x	x

We are contracted by a number of CCGs and treat patients in different CCG areas, delivering our ophthalmology services. Manchester Health and Care Commissioning (MHCC) is one of these, with thousands of their patients treated at SpaMedica each year. Please find their statement:

Commissioner's Statement:

Manchester Health and Care Commissioning (MHCC) is the partnership between NHS Manchester Clinical Commissioning Group (CCG) and Manchester City Council (MCC) which leads the commissioning of health, adult social care and public health services in the city of Manchester.

MHCC commission a number of Independent Services (small providers) to provide NHS services across Manchester.

The Covid19 pandemic has had a profound effect on how services deliver care to our patients and on the lives of those who deliver care and their families. MHCC would like to take this opportunity to express our gratitude for the hard work and difficult decision the service has had to make during this unprecedented and challenging time.

To enable a focused response to the Covid19 pandemic, quality and performance reporting requirements had been reduced to support providers to focus on service delivery. During the remaining period this service has engaged with MHCC, MHCC's performance and quality processes and provided information to demonstrate systems are in place to support the quality of the service in line with MHCC's domains of:

- Safety
- Patient/User Experience
- Medicines Optimisation
- Infection Prevention Control
- Inclusion

The service has redesigned its ways of working to improve infection control, including personal protective equipment, cleaning, patient screening, and social distancing measures to keep patients and staff safe and continue to deliver face to face appointments where required.

We look forward to continuing to build on our existing relationship with this service as we move into 2021/22 and to continually look for improvement in the quality of care and experience of our patients.

Please note MHCC is not responsible for verifying data contained within the Quality Account/Annual Report; that is not part of these contractual or performance monitoring processes.



Ian Williamson,

Chief Accountable Officer, Manchester Health and Care Commissioning

**Thank you for taking the time
to read our Quality Account.**

*Your comments and feedback are very welcome and
we are happy to answer any questions you may have.
Please contact us by using the details below:*

Call us on: **0330 058 4280** | Email us at: **contact@spamedica.co.uk**

Or write to us at: **SpaMedica Head Office, SpaMedica House, 43 Churchgate, BOLTON, BL1 1HU**

SpaMedica

