

Ophthalmology presentation

Mr Antony Fox

Deputy Medical Director

Mr Prasad Rao

Consultant Ophthalmologist

Clare Cox

Sister Head and Neck Services

Clare Marsh

Matron Head and Neck Services

Kate Ballinger

Community Engagement Facilitator

Andrew Evans

Operations Manager



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Make It **Happen**
We Value **Respect**
Together We **Achieve**

Ophthalmology Summary of Key Issues

In October 2016 NHS England chaired a Risk Review Meeting which was attended by members of the Trust Executive team, NHSI, the CQC and both CCG's.

The challenges:

- Workforce- Recruitment and Retention
- **3 site working**
- Team working/Culture
- Substandard and fragmented accommodation (Euston House)
- Threat to training status by Health Education England
- Clinical supervision and inability to train (Euston House Telford)
- Demand exceeding capacity (58000 appointments per year)
- Inability to see patients within defined timescale (PMWs)
- Patient experience, privacy and dignity
- High rate of complaints and safety issues

External Bodies recommending improvements

- Royal College, Health Watch, Macular Society, CQC

• Suspension of new referrals for Glaucoma, General and Adult Squint Surgery (Winter 2017)

• Additional Capacity Insourced increasing from 300 to 500 slots a month.



Developments

New Adult Eye Department Opened 26th June 2017

New Paediatric Eye Department Opened 23rd October 2017

- Refurbished purposely with Ophthalmology patients in mind
- Guide-dog and Visually Impaired compliant
- Defined waiting areas
- Improved signage designed for visually impaired
- Privacy concerns eliminated
- Improved patient pathways and flow
- All diagnostic services available in one location

- Stakeholder events with excellent feedback

April 2017 Trust Board Approval for investment in Cataract Theatre

May 2018 Capital investment of £1.16m approved

HOSC paper describing potential 3 site working to 2 site working Patient engagement

Outpatient services relocating to PRH and RSH according to proximity
Cataract operations to RSH



Developments

Actions taken

- Focused recruitment campaign using new facility to promote
- Consultants, Nurses, Opticians and Orthoptists trained in extended roles
- Recent appointment of ECLO
- Closed services reopened with successful recruitments
- Reduction in PMW delays/reduction in complaints /SIs
- Expansion of one stop services including injections for AMD
- VMI collaboration with patient involvement
- Less reliant on outsourcing
- Repatriation of work to enhance recruitment, staff development and sustainability of the department

Euston House

- Staff development – currently unable to train due to limited practice
- Improve volume of work (5/6 cataracts increasing to 8-10)
- More patient facing time/better experience/environment
- Safer environment (no emergency facilities poor)
- Team working/7 day working/cross-cover (PMW and RTT)



Patient Engagement

- **ECLO** starts 21st January 2019
 - Working with as part of 'Work done'
 - To assist those registered as partially sighted
- **RNIB**
 - Provide volunteer clinic companions for patients
- **Engagement plan proposals**
 - Commenced this week
- **Paper for discussion**



Summary

Work continues in all areas in order to ensure continuous improvement and safe culture.

Ophthalmology has the potential to offer an excellent service providing recommendations explored/implemented

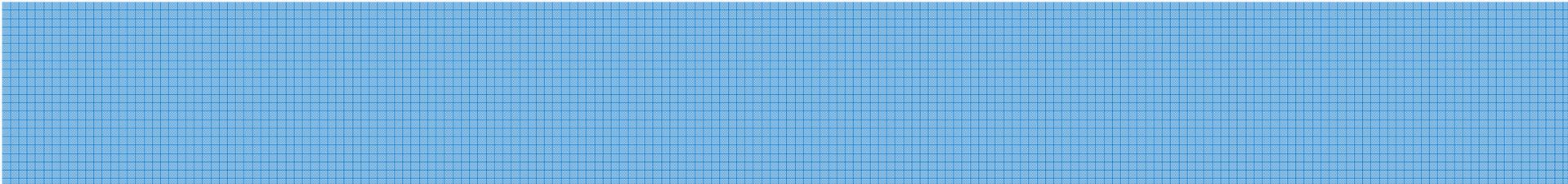
Paper describes patient engagement around further consolidation of Ophthalmology services



The Shrewsbury and Telford Hospital 
NHS Trust

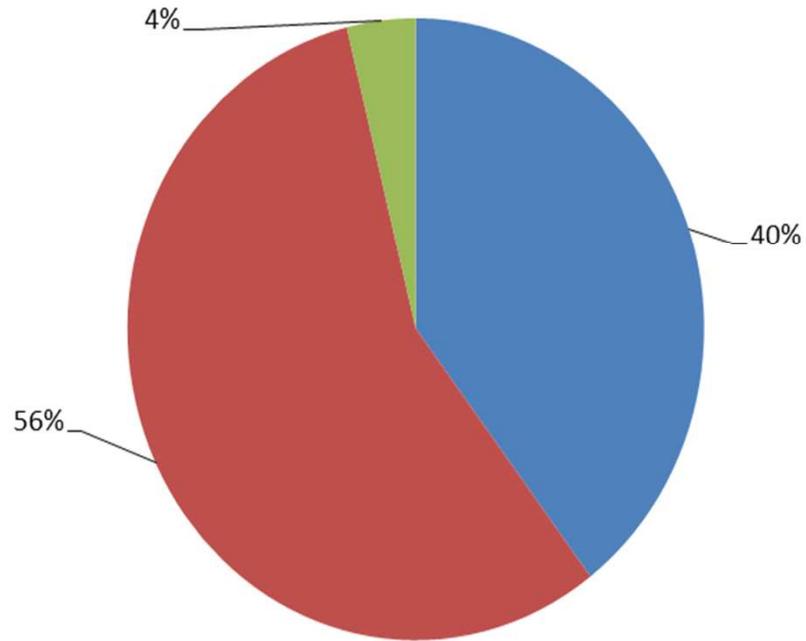
ORGANISATIONAL STRATEGY BELONG TO SOMETHING

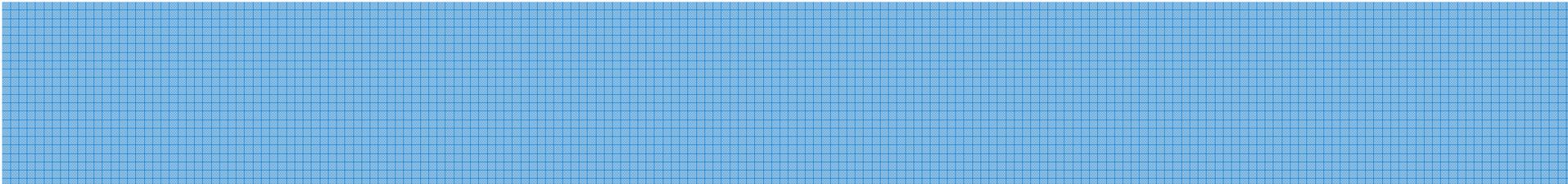




Where do our patients live?

■ TF Postcodes ■ SY Postcodes ■ Other Postcodes





Adult patients already travelling?

