



CHEC
healthcare for local people



Annual Quality Report 2023

Treatment Room



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Introduction

CHEC is proud to be a leading provider of NHS community based Ophthalmology and Endoscopy services, enabling patients to receive timely care and treatment locally. As a national provider of community Ophthalmology and Endoscopy we have continued to expand our services to **15 treatment centres across England and Wales**. Our increasing footprint is supported by several NHS community Ophthalmology and Endoscopy contracts in dedicated outpatient facilities, optometry practices and CHEC's hospital hubs. We partner with over 1,400 Optometrist Practices to offer patients equitable access to eyecare services closer to home.

Our Vision – To make eyecare and endoscopy services more readily available and accessible in local communities, by offering patients greater choice, flexibility and reduced waiting times.



Caring

For the health of the people in our local communities, treating the patient as we would want our dearest relative. Caring for our patients/families, colleagues, and communities.

Making life better.



Passionate

About what we do, providing high quality and safe care for our patients and families. Sharing our strengths, recognising team engagement, and being willing with our time, knowledge and skills.

A willingness to give our best.



Togetherness

Recognising the diversity, individuality of our patients, treating patients and ourselves with respect and dignity. One inclusive team, all different, united behind a shared vision of an inclusive culture, and delivering strong-patient centred services.

Celebrating what brings us together everyday.



Listening

To our patients and team members, showing compassion, empathy honesty, and integrity. Taking ownership, responsibility and committing to the promises we make to patients and each other.

Being the best, we can be.



Focus

On what we do, how we do it, and what makes a difference to us all. Being accountable, believing in ourselves, and having resilience to meet daily challenges, improve now and in the future.

Always striving for a better tomorrow.

Highlights

During 2022/23 CHEC continued with its strategic expansion, consolidation and refinement.

Stoke hospital
rated as
CQC outstanding



Secured
**8 new
commissioned
service
contracts**

Preston and
New Cross rated
as **CQC Good**



Consulted
338,109
patients

Delivered
on Patient
Engagement
Strategy

**ZERO
NEVER
EVENTS**

Managed
Referrals
101,921

Improved
new Clinical
Governance
Framework

843

Endoscopy procedures
were performed
at CHEC

272,535

calls received by
our booking team

85.12%

of calls answered
within 60 seconds

Achieved
re-accreditation
for ISO 27001
and 9001

Delivered NHS
services to 19
Integrated Care
Boards and 5
NHS Trusts

Average patient
satisfaction of
99.65%

Reported a
0.46% PCR rate
against the
national average
of 1.10%

CHEC
performed
30,121
cataract
operations

Average referral to
treatment time of
4.6 weeks

CEO Statement

During 2022/23, CHEC has continued to deliver consistently high standards of care and treatment for NHS patients within Ophthalmology and Endoscopy, we are immensely proud that our Stoke Hospital achieved Outstanding ratings in 4 of the CQC domains that contributed to its overall CQC Outstanding rating. Our CQC rated hospitals are rated Good or Outstanding.

We continued to strengthen our clinical services and provide expert scrutiny through our independent Clinical Advisory Boards. CHEC continued with its commitment to drive quality improvement and assurance through the annual data submission to the National Ophthalmology Database (NOD) and the National Endoscopy Database (NED).

The strengthened clinical governance framework has supported the delivery of excellent patient outcomes in Ophthalmology and Endoscopy. We started the journey to achieving JAG accreditation for Endoscopy services during this year.

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CHEC has grown upon its already successful NHS

partnerships, now partnering with 19 Integrated Care Boards and 5 NHS Trusts in the drive to reduce NHS patient wait times for Ophthalmology and Endoscopy services.

CHEC has continued to grow its workforce to enable the delivery of safe clinical services over 2022/23 and our headcount is now 372. There has been a large focus during the year on the wellbeing of staff and this will continue over the next year as set out in our workforce strategy.

During the latter part of 2022/23, our quality team introduced the “15 Steps Challenge” enabling realtime

engagement with our patients as they experience our clinical services, evidencing our continual improvement commitment. Looking to the future, we continue our expansion of both specialty services across England, delivering excellent care and treatment within Endoscopy and Ophthalmology.

Imran Rahman

MB BS FRCOphth
Chief Executive Officer and
Consultant Ophthalmologist

Clinical Overview

Implementing a redefined and improved Clinical Governance Structure.

Revised digital technology to analyse and report quality and safety data.

Increased focus on proactive quality improvement activity.

Increased focus on real-time clinical outcome data.

Delivered on an extensive patient engagement strategy.

Continued low complication rates within Cataract surgery.

Improving the patient safety culture within CHEC through increasing clinical incident reporting and the introduction of the Patient Safety Incident Response Framework (PSIRF).

Responding to and learning from patient feedback.

Continued engagement and development of CHEC colleagues.

CHEC recognition and commitment to the Environmental, Social and Governance agenda.

Building on our productive relationship with Royal National Institute of Blind People (RNIB) to improve patients' lives.

Embedding greater assurance in the governance of Medical Practitioners as outlined in the Medical Practitioners Assurance Framework (MPAF).



192,859

General Ophthalmology
Consultations

29,388

Cataract
Consultations

95,026

Glaucoma Monitoring
Appointments

2,487

Minor Lid
Operations

7,750

Wet Aged Macular
Degeneration
Consultations and
Injections

10,537

YAG
Capsulotomy
Procedures

30,121

Cataract
Procedures

CHEC Clinical Governance Framework

Following the appointment of a new Medical Director and Director of Clinical Services, CHECs priority for 2022/23 was to redefine and implement an improved approach to Clinical Governance processes, supported by a robust Clinical Governance structure. Our improvement in approach and structure was implemented following extensive engagement to ensure we delivered a structure that meets the needs of staff and patients.

CHEC's approach to Clinical Governance

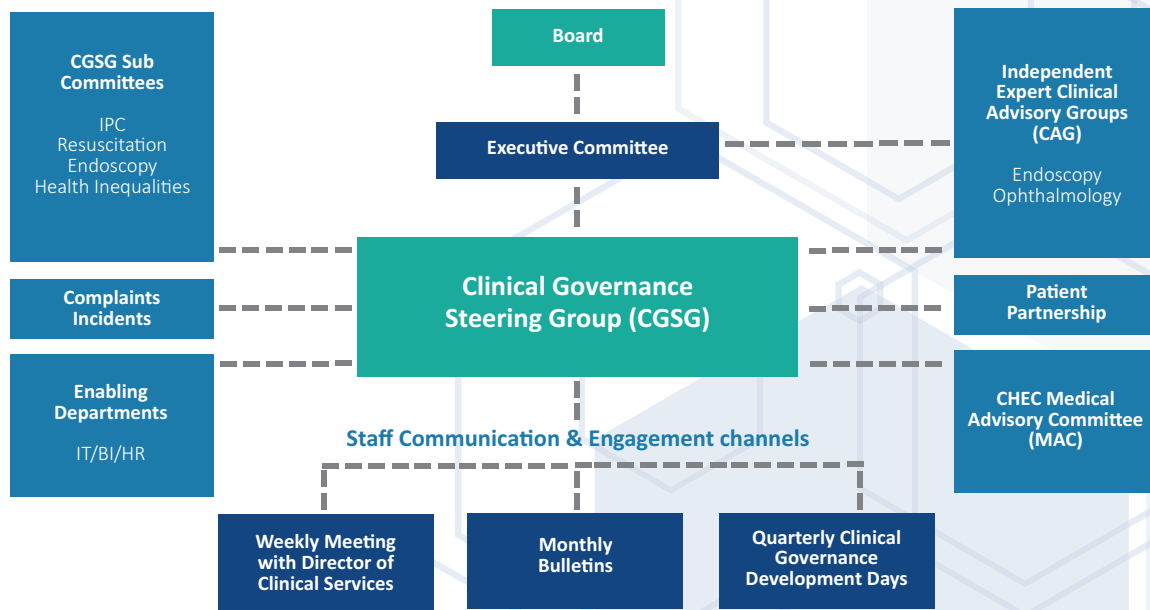
CHEC has focused to consider quality and safety continuously under the seven pillars of clinical governance.

Following two staff engagement workshops, we altered our approach to clinical governance. Some of the changes include:

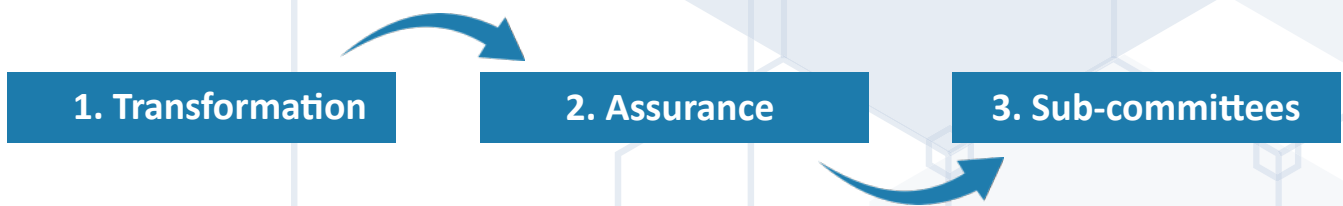
- Regular collection of data under the seven pillars
- Relate data to activity
- Display data by trends over time
- Enables early trend analysis
- Increase our focus on outcomes data
- Continued benchmark against recognised standards/datasets/national audits
- Automated data collection
- Refreshed audit programme
- Move towards pro-active quality improvement activity
- Continued understanding of individual incidents, complaints
- New implemented incident reporting process linked directly with the patient records in real-time
- A improved process for handling incidents and complaints
- An improved Governance structure



CHEC's Clinical Governance framework reflects the improvements in structure, reporting, analysing and drives improvement to lessons learnt.



Central to these changes is the monthly Clinical Governance Steering group (CGSG). This considers Clinical Governance under the seven pillars and is structured around:-



The CGSG is responsible for informing the Executive Committee and the Board on Clinical Governance matters. The CGSG is supported by:

- The Endoscopy and Ophthalmology Clinical Advisory Group membership comprises of independent subject experts, and supports CHEC staff in providing independent advice and scrutiny of CHECs activities and services.
- The Medical Advisory Committee will be responsible for many of the activities required under the Medical Practitioners Assurance Framework.
- The weekly complaints/incidents meeting and the regular patient partnership meetings feed into the CGSG.
- The CGSG is supported by many enabling departments such as IT/HR etc.
- The sub-committees occupy the last quarter of the CGSG agenda on a rotational basis and deal with other matters not covered under the standard clinical governance agenda. Currently these comprise of:
 - > **IPC**
 - > **Endoscopy**
 - > **Resuscitation**
 - > **Health Inequalities**

Patient Involvement

In 2022/23, the Patient Engagement Team have implemented the “15 Steps Challenge”, which enabled patients to provide real time feedback on the service they received and suggestions for improvements.

- A toolkit to proactively involve patients, carers and staff in service design.
- Patients, carers and staff ‘walk’ the pathway guided by a structured approach.
- First used in the Endoscopy service in Nottingham.
- Feedback structured into six sections.
- Overall experience (three words to describe my experience).
- Overall themes and comments.
- Structured action plan using a template.

Examples of Patient Feedback

Three words to describe my experience		
Efficient	Informative	Safe

Informative	
Positives	Recommendations
Patient felt everything was explained to her in full detail and clearly.	Staff on duty board in endoscopy in poor condition.
Patient felt she was able to ask any questions, and these were all answered in full.	CCTV in operation signs needed.
Safeguarding flow chart up to date.	‘Worried about an adult’ posters to be removed as they’re out of date.
Several staff had ID badges on show, as well as introductions.	ID badges too small for patient to clearly read staff name and their role “Hello my name is” badges to be ordered.

Examples of Action Plan Template

Informatative	
Action Required	Strategic Theme
CCTV in operation signs to be put in place.	Information
'Worried about an adult' posters to be removed.	Information
Endoscopy staff on duty board fixed to the wall and tidied.	Patient experience

Recommendations

"Subtitles added to the programmes on our screens."

"Dementia Clocks."

"Improving accessibility of patient feedback tablets at CHEC hospitals."

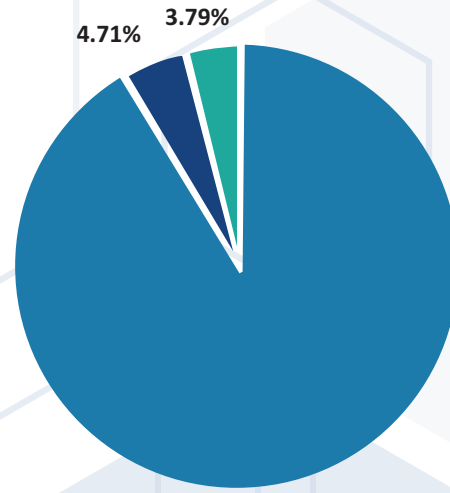
"Ensuring patients at all sites can see which staff members are on duty."

"Offering refreshments following procedures."

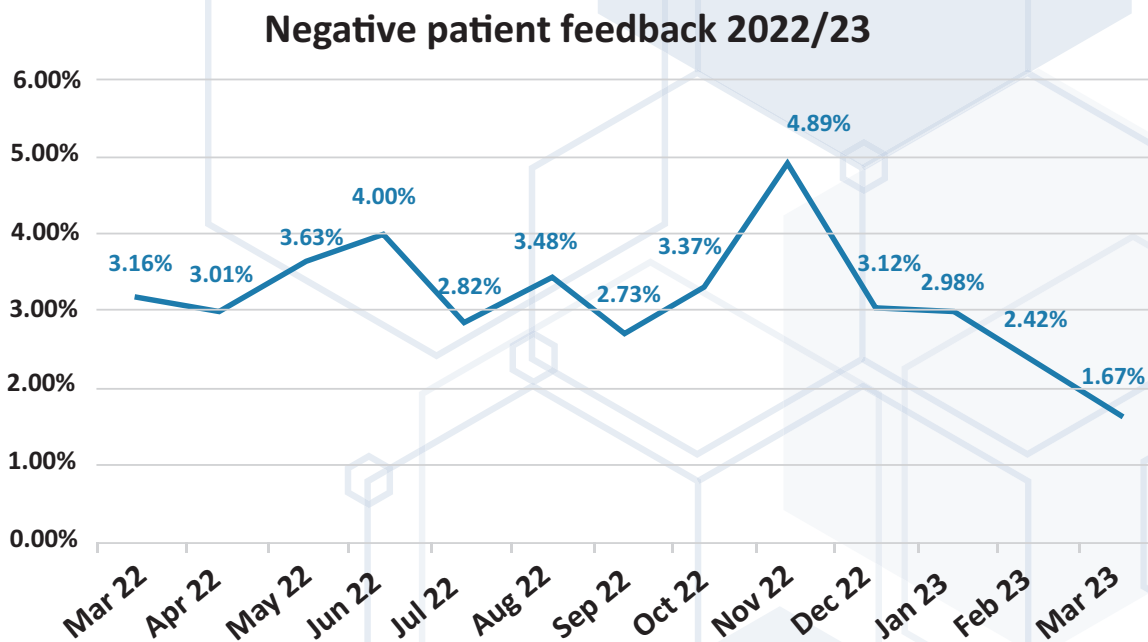
Feedback from our Ophthalmology Patients

In 2022/23 CHEC received **31,206** patient feedback surveys

- **96.94%** were satisfied or very satisfied with the treatment they received.
- **99.85%** of Patients would recommend our services to family and friends.



Total number of positive, negative and neutral responses in 2022/2023



With our increasing focus on displaying data related to activity over time, we have seen a decreasing trend in negative feedback over the year.

Patient Satisfaction Rate
99.65%

“ Initially I was very apprehensive, but I realised I didn't need to be at all. Everyone was very reassuring, professional, and answered all my questions. Thank you.

CHEC coventry

“ I absolutely love coming here and seeing all of the smiling faces, the receptionist is always so lovely and sweet!

CHEC Staff Member

“ My whole experience with this department from cataract ops to eye checks has been really positive. All staff from consultants to assistants to receptionists have been helpful.

CHEC Stoke

“ It was a great experience, this hospital is great, the staff are really friendly, its clean and local to me and I didn't have to wait long for my appointment!

CHEC New Cross

Feedback from our Endoscopy patients showed a high level of satisfaction.

Endoscopy Patient Feedback

97%

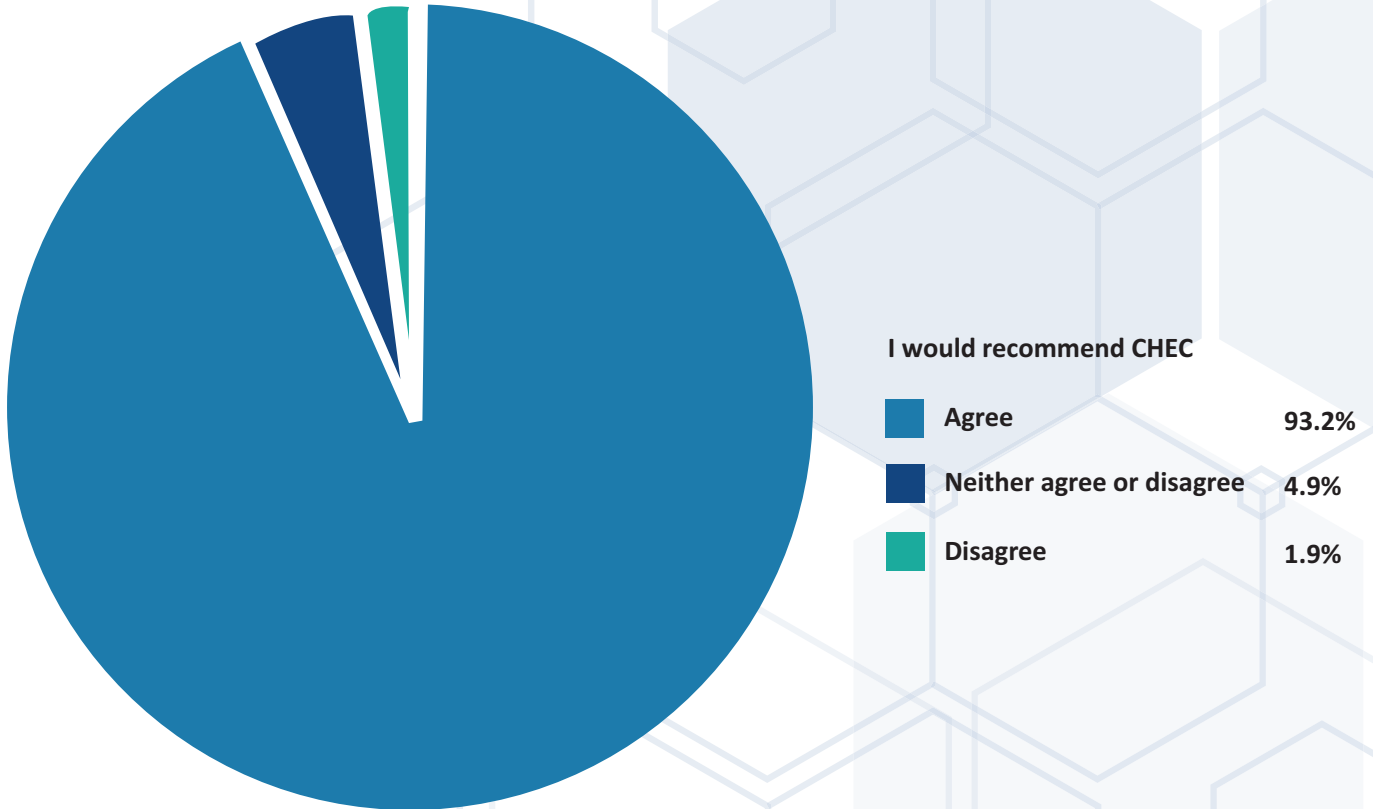
would recommend CHEC to friends and family

98%

Comfort satisfaction

94%

Overall satisfaction



Amazing Service ★★★★★

Rated 5 stars out of 5

Posted on 13 April 2023

“The service was wonderful, the staff made me feel so comfortable in what could have been a stressful procedure, from the Endoscopist to the Nurses, they made me feel like I had known them for years, I couldn’t fault it. Having been in other clinical environments this was much more relaxed.”

Our relationship with RNIB and our Eye Care Liaison Officer (ECLO) support

Throughout 2022/23 CHEC partnered with RNIB who provide a highly valued ECLO service to patients. During the last year, **183** patients and relatives received much needed support from our ECLO who completes an initial support needs assessment, to enable patients and their families to prioritise their own well being needs and aspirations, so that the ECLO can signpost and provide information and advice on a range of support available both locally and nationally.

- **68%** of patients feel more able to manage the impact of the condition affecting their sight.
- **66%** feel more positive about the future.
- **85%** feel more confident to ask for help when they need it.

We look forward and are excited for the year ahead working with our ECLO and RNIB, to support our patients together.

“ I am now more aware of all the benefits and help that are available to me.

CHEC Patient

“ Our ECLO is very supportive and knowledgeable.

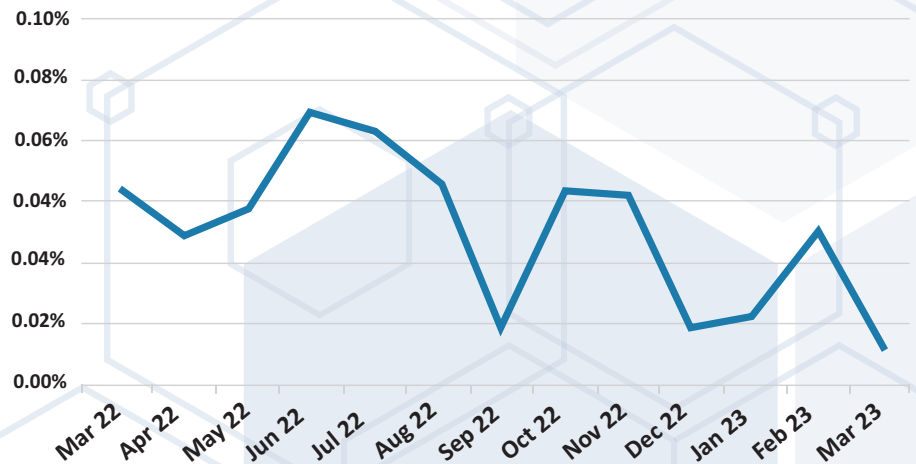
CHEC Staff Member

“ Without the help from them (ECLO) I would be at a loss and not know what to do, they have guided me through a difficult time.

CHEC Patient

Learning from Patient Complaints and Feedback

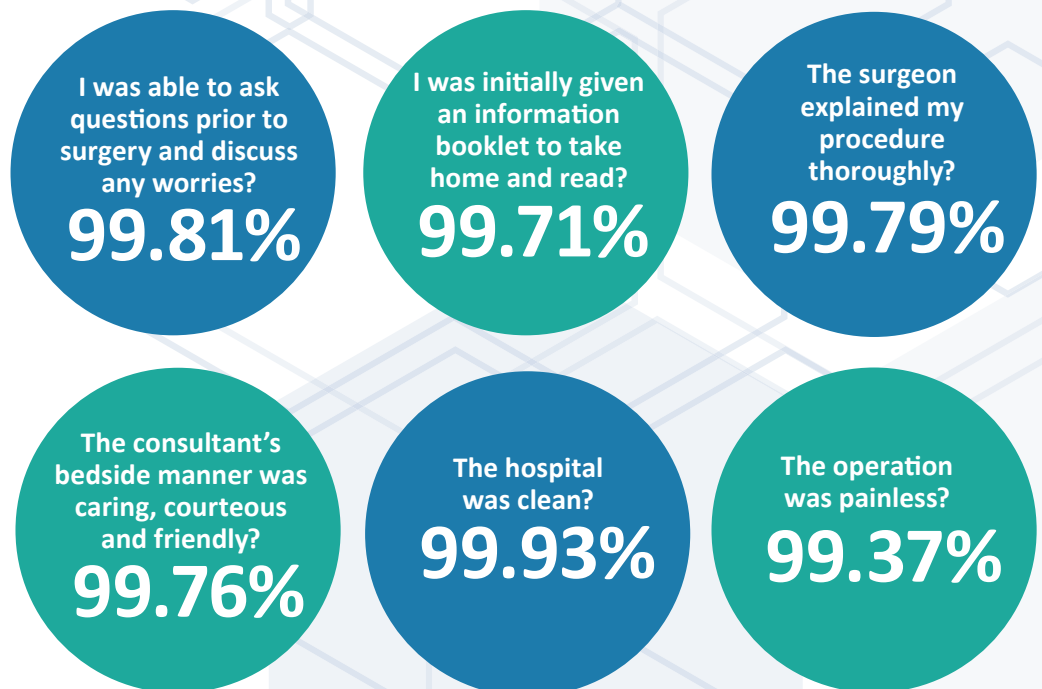
CHEC has continued to see low numbers of patient complaints. Across 2022/2023 we received 97 complaints with an average complaint rate of **0.03%** based on all clinical activity. Once again, with our increased focus on data related to activity over time, we see a continued trend in decreasing complaints over time.



This is mainly related to our continued focus on an instant process for managing patient concerns, including speaking directly with patients to understand concerns at the time they raise them and apply a rapid response process. The success of this approach has led to the incidence of formal complaints in March 2023 being the lowest ever recorded by CHEC.

We actively encourage learning and driving improvement for patients from complaints and feedback directly to the patient about improvements and changes we have made as a result of their feedback. CHEC has introduced a complaint and feedback oversight group that agrees on actions, learning and overall outcomes from complaints, which in turn reports to the Clinical Governance Steering Group.

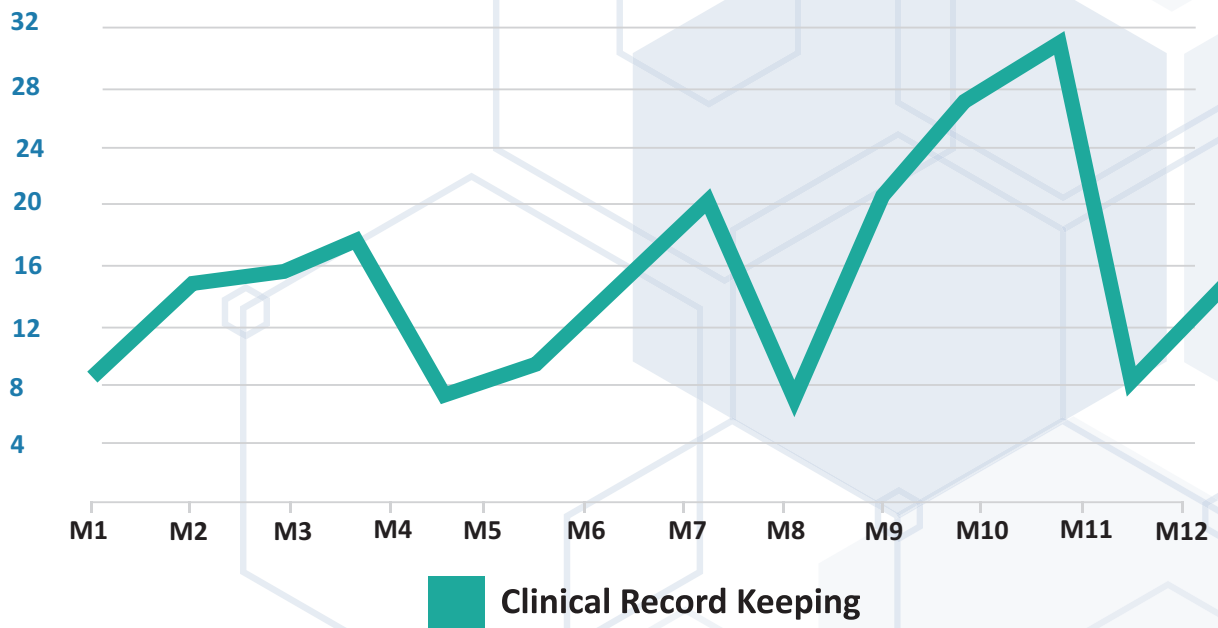
CHEC continues to collect and act upon Patient Reported Outcome Measures (PROMS)



Incident Case Study

The graph illustrates one of the top five incidents for the year, clinical record keeping. There was an increasing trend in December 2022 and January 2023

Trend in One of the Top Five Incident Categories



As a result of this, we commissioned an audit to understand what had led to the increase. Following this actions and changes were implemented. These included a review of the clinical pathway prior to cataract surgery. As a result, the incidence of record keeping incidents fell in February/March 2023.

Improved monitoring of clinical incidents has allowed CHEC to act quickly on any emerging patient safety concerns or trends and to tailor clinical audits to understand better the trends we have seen.

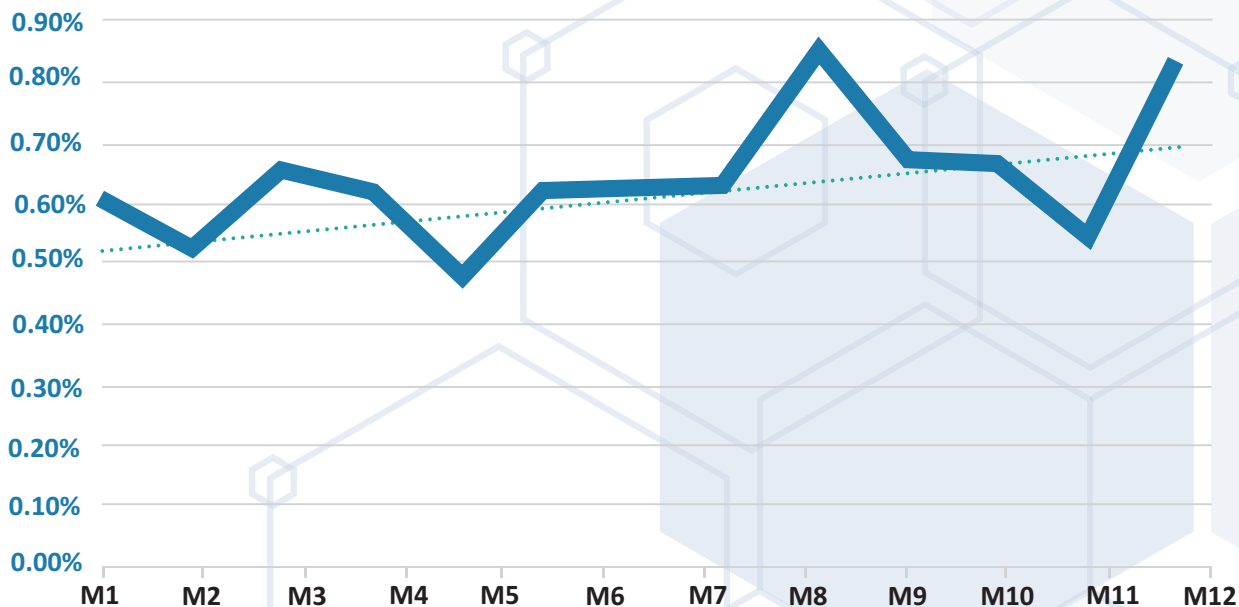
2022/2023 saw the introduction of PSIRF, with CHEC engaging with independent healthcare providers and the NHS to build their PSIRF implementation plan which is on track and expected to be complete during Autumn 2023.

Our dedicated IT team have spent much of 2022/23 developing significantly the incident reporting system which is being trialled at one of our sites with full roll out expected over quarters one and two in 2023/24. Our new incident reporting system will fully support our plans for PSIRF and the introduction of Learning From Patient Safety Events (LFPSE).

Patient Safety Journey

We have seen a progressive increase in clinical incident reporting, representing a good safety culture.

Incidents vs Activity



Improved monitoring of clinical incidents by type of incident has allowed us to act quickly on any emerging patient safety concerns or trends and to tailor clinical audits to understand identified trends.

Clinical Outcomes in Ophthalmology

Ophthalmology Complications

CHEC undertook **28,847** cataract procedures in 2023/23. Our robust real-time monitoring of surgeons and complications is paramount in driving improvement and benchmarking against national datasets. The Posterior Capsular Rupture (PCR) is the benchmark used internationally as a safety and outcome measure. The national Ophthalmology set defines the national PCR rate as **1.10%** with CHEC reporting **0.46%**

As a result of the approach above, the graph below shows the reduction in the PCR rate at CHEC from a rate compatible with the national average to a rate of around **0.4%** in March 2023, with our lowest ever recorded rate of complications being **0.3%** in July 2022.

The national PCR rate as
1.10%

With CHEC reporting
0.46%

Endophthalmitis rate

0.003%

Cataract Surgery Endophthalmitis rate

CHEC continued to report a low endophthalmitis rate for 2022/23, with an overall percent rate of **0.003%**

By analysing data monthly we are able to highlight concerns in clinical outcomes very early and put interventions in place. This allows CHEC to act very timely to concerns and patterns before they escalate, in keeping with MPAF guidance (Medical Practitioners Assurance Framework)

Wet Aged Macular Degeneration Service

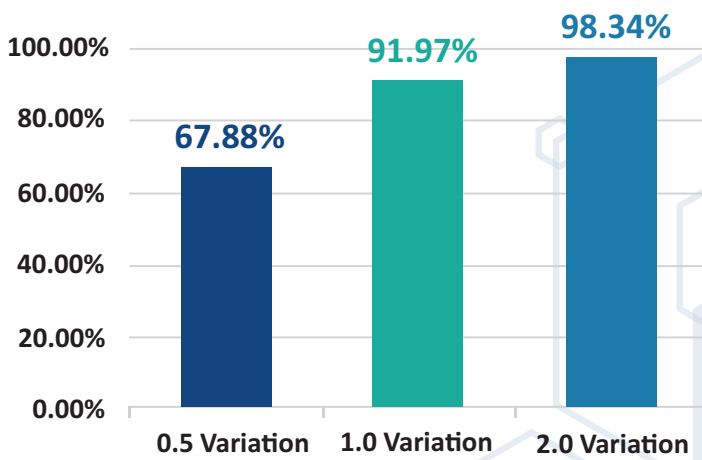
CHEC have continued to grow our Wet Aged Macular Degeneration (AMD) Service by delivering **7,750** consultations and injections, and further developed the virtual clinic approach. This patient focused process allows for a streamlined treatment pathway that provides maximum clinical oversight and fewer appointments for patients. We are delighted to report that the endophthalmitis rate for Wet AMD is **0%**.

Wet AMD Service endophthalmitis rate

0%

Post-Operative Refractions for 2022/2023

Target Refraction Variation - Both Eyes



Spherical Equivalents

In line with good practice and national guidance, we measure refractive outcomes using the Spherical Equivalents (SE) as the difference between the post operative measured SE and the SE targeted at the time of operation.

Refractive outcomes are consistently above the national benchmarks.

70.61%

of patients between -0.5 and +0.5
(target >55%).

92.7%

of patients between -1.0 and +1.0
(target >85%).

98.99%

of patients between -2.0 and +2.0
(target >95%).

CHEC Post-Operative Refraction

Median Pre-Op:

0.30 LogMAR
(6/12) Snellen Equivalent

Median Post-Op:

0.1 LogMAR
(6/7.5) Snellen Equivalent

National Ophthalmology Database (NOD) Refractions*

Median Pre-Op:

0.50 LogMAR
(6/19) Snellen Equivalent

Median Post-Op:

0.1 LogMAR
(6/12) Snellen Equivalent

Evidence based outcomes

In 2022/23, CHEC performed 28,847 Cataract Procedures of which 4.3% were Immediate Sequential Bilateral Cataract Surgery (ISBCS) – an initiative proposed by our allied professional body the Royal College of Ophthalmology:

- Faster postoperative visual rehabilitation period.
- Fewer visits to the clinic which saves money and time for both health professionals and patients.
- No waiting time for the second-eye surgery.
- Less postoperative anisometropia.

Clinical Outcomes in Endoscopy

Our Endoscopy Key Performance Indicators (KPI's) are monitored through the Clinical Governance Steering Group committee and are based upon the quality KPIs monitored for JAG accreditation.

Endoscopy Key Performance Indicators

We have achieved compliance in all Endoscopy KPIs over 2022/23

OGD Procedures
Intubation rate

> **95%**

Flexi Sigmoidoscopy
Procedure
Bowel preparation
quality

> **90%**

Colonoscopy
procedure
Caecal
Intubation rate

> **90%**

Bowel
Preparation
Quality

> **90%**

Polyp detection
rate is consistently
achieving the
aspirational
standard above

> **15%**

with a compliance
greater than

> **27%**



843

Endoscopy procedures
performed at CHEC

Innovations

The CHEC Booking Application

As an innovator in healthcare, CHEC have continued to develop and harness innovations in IT systems that are not only fit for purpose but are designed for patients to manage their own care, for clinicians to monitor their outcomes and for CHEC as a provider to measure effectiveness. We believe technology drives success.

Our IT infrastructure and software development is managed entirely in-house.

CHEC’s booking application is just one example of innovating to place patients at the heart care, improving DNA compliance and offering greater flexibility around routines.

The booking app has ensured:

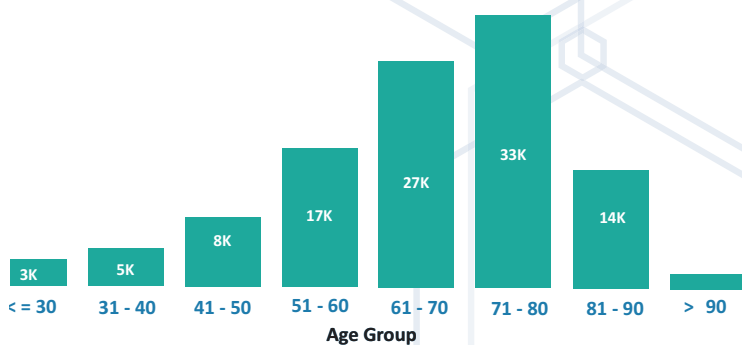
- Capacity is maximised currently running at **98%** for all clinics.
- Independence from administration staff and greater flexibility of choice.
- Improved call handling times with **85.12%** of all inbound calls answered within 60 seconds.

2022/23 was a transformational year for CHECs patients – enabling control over appointments, increased flexibility, and informed patient choice. In 2022/23, **303,196** appointments were self-booked through the patient booking application, a staggering **69.78%** of all booked appointments.

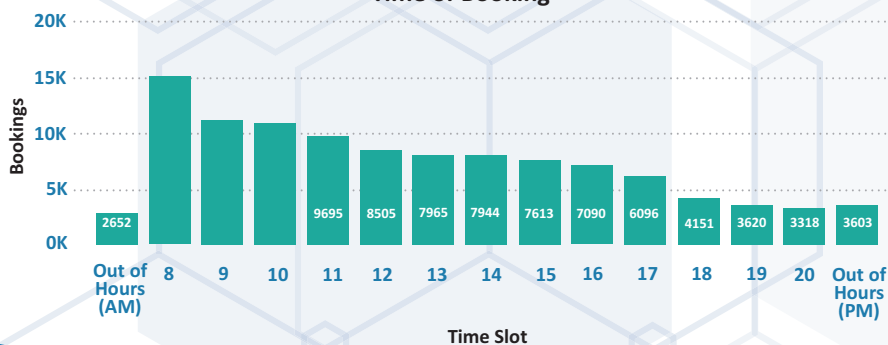
The monitoring of booking trends and behaviours allows CHEC to ensure optimum output and best practice to maximise efficiencies.

The booking app has been used by a wide-reaching age demographic of CHEC’s patient cohort, providing freedom to book appointments in consultation with family members in the comfort of their own homes 24 hours a day, 7 days a week.

Bookings by Age Group

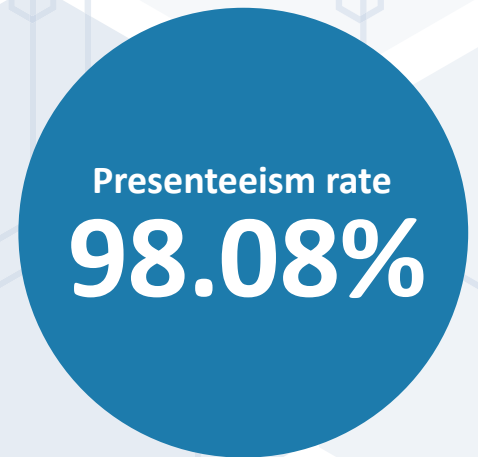


Time of Booking



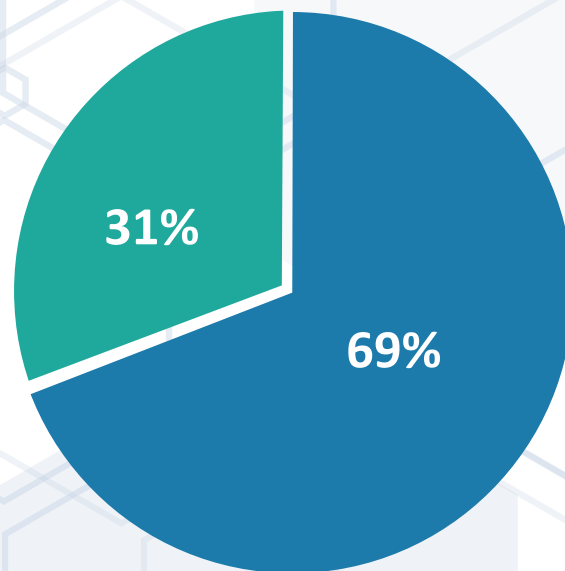
CHEC People – Engaging With and Developing our Workforce

As expected our workforce continued to grow during 2022/23 to 372 from 272 the previous year.



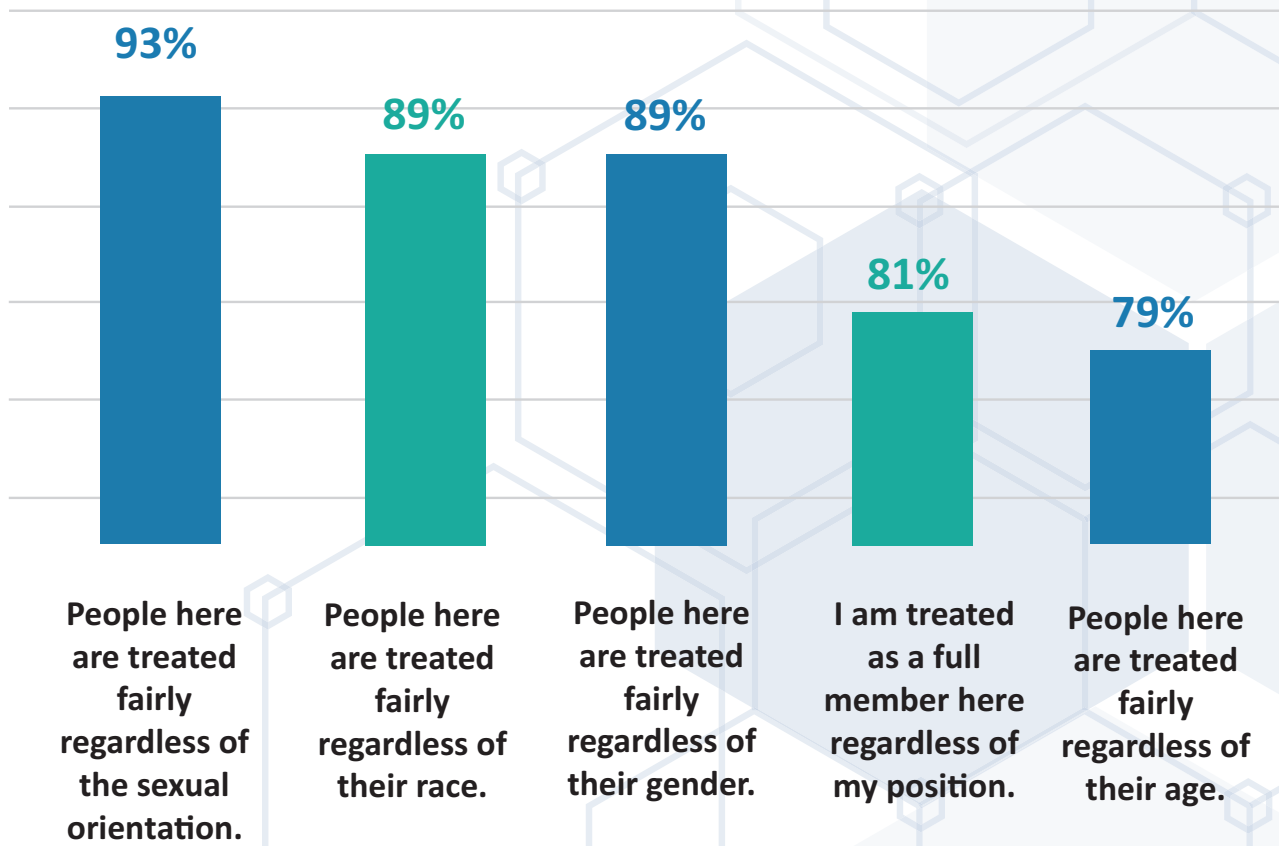
CHEC's Ethnicity Demographic

- > CHEC's workforce demographic was approximately **69%**.
- > White/Non BME and **31%** BME (black minority ethnic).
- > CHEC showed a **4%** increase of BME employed by the organisation on last year.
- > **10%** higher than the national population average and **8.6%** higher than that reported by the NHS.



■ White/Non BME ■ BME

- As an organisation CHEC is committed to Equity of Access, Equality and Non-Discrimination as evidenced in our staff survey. **93%** of colleagues felt people are treated fairly regardless of their sexual orientation.



The health and wellbeing of the CHEC workforce is a major feature of the CHEC people plan.

CHEC have partnered with Ablefutures who are a Mental Health support service, in partnership with the Department of Work and Pensions, and is available to all our workforce, permanent and temporary staff.

**able
futures**

Environmental, Social and Governance

As part of its business plan for 2022/23, CHEC has committed to 'maximise our contribution to a net-zero NHS'. Our primary environmental target is to match the targets set out in the Delivering a Net Zero National Health Service strategy: reaching Net Zero Carbon for our direct emissions (NHS Carbon Footprint) by 2040, and our indirect emissions (NHS Carbon Footprint Plus) by 2045. We have a cross functional working party that progresses and delivers against this agenda. Some achievements in 2022 are:

Environment

- Carbon Emissions / Climate change further **expanding our Home to Hospital™ pick up services** across our estate.
- We have introduced telematics to monitor driving behaviours and ultimately **help the reduction in carbon emissions**.
- SECR reporting for our financial year ending June 22 setting out our current carbon emission footprint and **establishing future reduction targets and monitoring metrics**.
- **Launched a cycle to work scheme** in Autumn 2022 to all our staff.
- **Waste management / recycling introduced** recycling facilities across all our estate.
- Donate old IT equipment and office furniture **to local charitable causes**.
- **Digital transformation, through our patient booking app** with the aim to reduce volumes of paper records, printing and postage.
- Energy management when **we focus on low energy consuming technical equipment and lighting at our sites** to help reduce energy consumption. We encourage our colleagues to turn off lights and electronic devices when not in use or when leaving the office. All new sites are put on 100% renewable energy supply contracts.

Social

This Christmas, CHEC will be supporting the children's charity *KidsOut* and their annual "Giving Tree" initiative.



CHEC supported a Children's charity KidsOut in December. Staff purchased a toy for a child.

Ongoing roll-out of high street and online retailers' discounts card for all employees.

Improved holiday entitlement by 15% and a company sick policy was introduced in January 2022 based on tenure.

Achieved re-accreditation for ISO 27001 and 9001

Sponsoring 2 charities, Fight for Sight and Bowel Cancer. Raising funds by hosting events i.e. company easter quiz.

Introduced food banks across our estate.

GOVERNANCE

- Achieved the reaccreditation of ISO 27001 and achieved ISO 9001 (quality) standard.
- Rolled out ESG questionnaires to our suppliers to audit, assess and ensure they support the NHS Green Plan, and comply with ethical sourcing, manufacture and modern slavery legislation.
- We have a Corporate Risk Group, made up of the senior group management and chaired by the CEO. The CRG identifies, rates and prioritises mitigation strategies for all corporate risks. All significant risks are escalated to the Group Board for appropriate discussion and action.





CHEC

healthcare for local people

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Preston
PR2 9WT

www.chec.uk

Email: quality@chec.uk

CHEC is a trading name of Community Health and Eyecare Ltd

Registered company number 07296068

