



Annual Quality Account 2023/24

June 2024

ACES



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Statement on Quality from the Board

It is with great pleasure that we present the Annual Quality Account for ACES for the 2023-2024 year. This account reflects our ongoing commitment to transparency, accountability, and continuous quality improvement in the delivery of high-quality eye care services in the communities we serve.

In reviewing this report, you will see evidence of our unwavering dedication to providing safe, effective, and compassionate care to all those who entrust us with their eye health. From reducing wait times and improving access to services, to implementing evidence-based practices and enhancing patient experience, we have made significant strides in advancing the quality of our care delivery.

We are particularly proud of the collaborative efforts of our multi-disciplinary team (MDT), whose expertise and commitment have been instrumental in achieving our quality improvement goals. Together, we have embraced innovation, to drive positive outcomes for our patients and improve their quality of life.

As we celebrate our successes, we also recognise that there is still work to be done. We remain committed to identifying areas for further improvement and striving for excellence in all aspects of our service provision. By listening to feedback, embracing change, and fostering a culture of continuous learning, we will continue to raise the bar for quality and safety in eye care.

Looking ahead, we are excited to embark on an ambitious journey of growth and innovation, with plans to continue to extend our reach and impact across the nation. Our goal is to become the national leader of NHS ophthalmology services, providing accessible, high-quality services to individuals and families in every corner of the UK.

Through strategic partnerships, investments in technology, and the recruitment of top talent, we are building a robust infrastructure that supports our vision of national coverage. By leveraging our expertise, resources, and experience, which includes our much respected International Medical Advisory Board, we are confident that we can make a meaningful difference in the lives of millions of people, ensuring that everyone has access to the eye care they need, when they need it.

To the best of our knowledge, as required by the regulations governing the publication of this document, the information and data in this report is accurate.



David Mouldsdales
CEO & Chairman

Handwritten signature of David Mouldsdales in black ink.



Stephen Hannan
Clinical Services Director

Handwritten signature of Stephen Hannan in black ink.



Stewart Mein
Finance Director

Handwritten signature of Stewart Mein in black ink.

About ACES

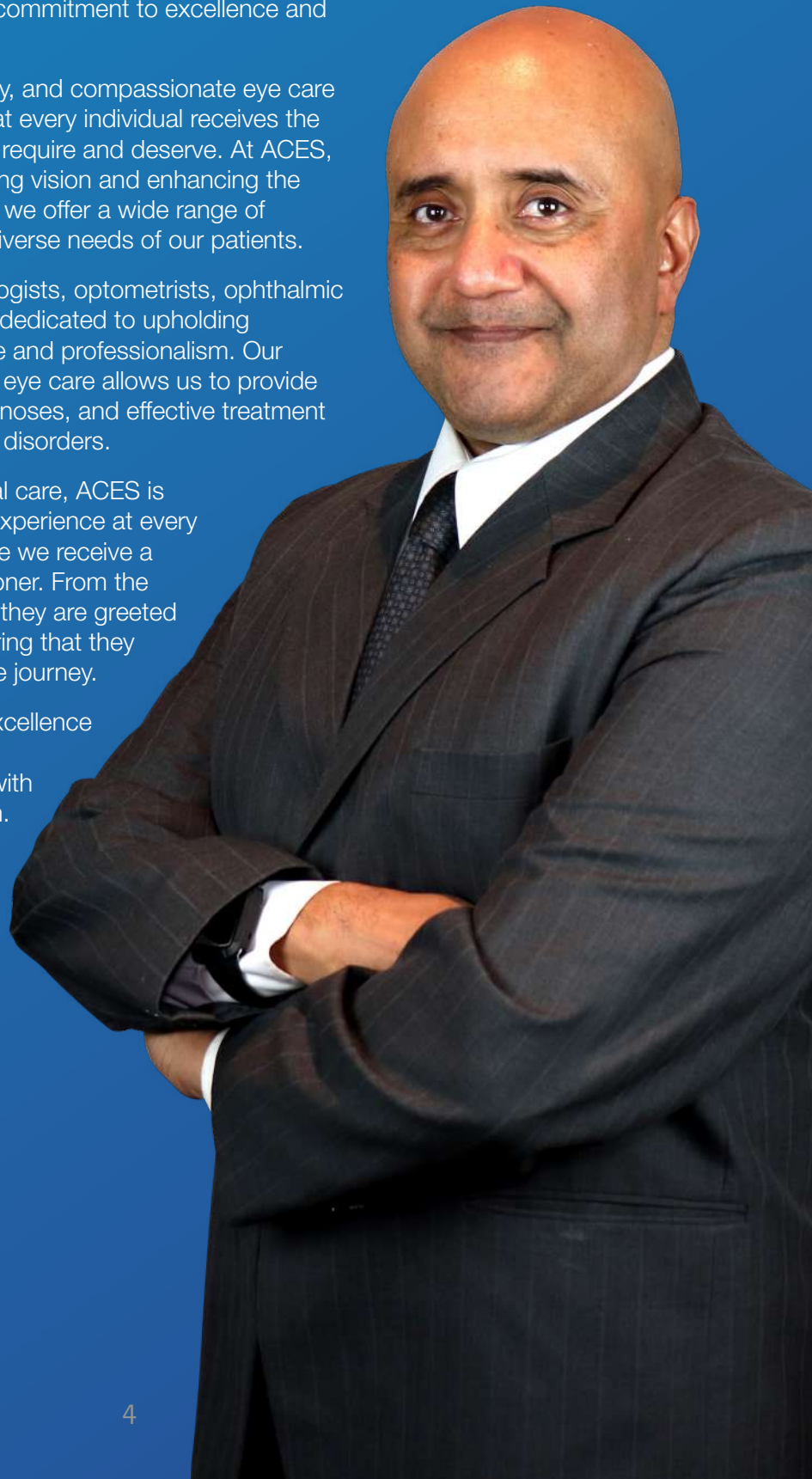
Founded in 2005, ACES is an independent provider of comprehensive Ophthalmology services, dedicated to delivering high-quality, patient-centred care in the community. We have a strong commitment to excellence and innovation.

Our mission is to provide accessible, timely, and compassionate eye care for patients in the community, ensuring that every individual receives the personalised attention and treatment they require and deserve. At ACES, we understand the importance of preserving vision and enhancing the quality of life of our patients. Which is why we offer a wide range of ophthalmic services tailored to meet the diverse needs of our patients.

Led by a team of experienced ophthalmologists, optometrists, ophthalmic nurses and trained support staff, ACES is dedicated to upholding the highest standards of clinical excellence and professionalism. Our multi-disciplinary team (MDT) approach to eye care allows us to provide comprehensive evaluations, accurate diagnoses, and effective treatment options for a variety of eye conditions and disorders.

In addition to delivering outstanding clinical care, ACES is committed to fostering a positive patient experience at every touchpoint. This commences from the time we receive a patient's referral from a healthcare practitioner. From the moment patients walk through our doors, they are greeted with warmth, respect, and empathy, ensuring that they feel comfortable and confident in their care journey.

At ACES, we are proud of our legacy of excellence in eye care and remain steadfast in our commitment to serving our communities with integrity, compassion, and professionalism. As we continue to evolve and grow, we remain dedicated to our core values of quality, safety, and patient-centred care, ensuring that every patient receives the best possible eye care experience.





Word from the Director of Care & Quality

At ACES, we believe that every individual deserves access to safe, effective, and patient-centred care, and this account serves as a testament to our unwavering dedication to achieving this goal. Over the past year, our team of dedicated professionals have worked tirelessly to uphold the highest standards of quality and excellence in every aspect of our service provision.

In this report, you will find a comprehensive overview of our performance across key quality domains, including clinical effectiveness, patient safety, patient experience and satisfaction. We have meticulously collected and analysed data from various sources to provide a detailed account of our achievements, as well as opportunities for improvement.

Throughout the report, we have endeavoured to highlight our successes and share best practices that have contributed to positive outcomes for our patients. We have also identified areas where we have updated our practice, to drive continuous quality improvement.

As an organisation, we recognise the importance of engaging with our stakeholders and soliciting feedback to inform our quality improvement efforts. We value the insights and perspectives of our patients, colleagues, partners, and regulators, and we actively seek opportunities to collaborate and learn from each other.

Looking ahead, we remain steadfast in our commitment to delivering outstanding eye care services that meet the needs and expectations of our communities. We will continue to invest in our people, processes, and technology to enhance the quality, safety, and accessibility of our services and drive positive health outcomes for all.

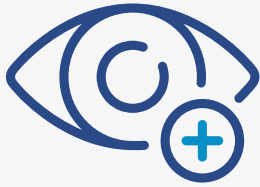
We invite you to explore this account and join us on our journey towards excellence in eye care. Your support, feedback, and partnership are invaluable as we work together to achieve our shared vision of a healthier, happier community.



Mat McAvoy
Director of Care & Quality

Highlights

NUMBER OF SURGERIES BY TYPE



13,787
SURGERIES

(COUNT PER EYE)

9,961

NHS CATARACT
(MONOFOCAL)

187

SELECTIVE LASER
TRABECULOPLASTY (SLT)

3,528

YAG
(CAPSULOTOMY)

111

YAG (PERIPHERAL
IRIDOTOMY)

0 TRABECULECTOMY, 0 YAG (ANTERIOR CAPSULOTOMY)



16,248
**NUMBER OF
REFERRALS**

NUMBER OF CLINIC OPENINGS



6 CLINICS

COMMENCED ACES ACTIVITY

NUMBER OF NEW CONTRACTS



8 ICB

CONTRACTS GAINED

NUMBER OF CQC RATINGS



GOOD

ACROSS THE 5 INITIAL CENTRES¹

AVERAGE CATARACT REFERRAL TIME



21 DAYS

TO TREATMENT

NUMBER OF EMPLOYEES



51

FTE ON AVERAGE

NUMBER OF 5-STAR PATIENT REVIEWS



83%

5-STAR STAR REVIEWS²

1. No inspections during time period
2. ACES Trustpilot commenced August 2024

Continuous Improvement Framework

At ACES, we are dedicated to enhancing the quality of our services through a robust framework of continuous improvement led by the Director of Care and Quality (Mr Mat McAvoy) on behalf of the Clinical Services Director (Mr Stephen Hannan). Our governance structure ensures that we monitor, assess, and respond to various aspects of our operations to deliver the highest standards of care to our patients.

Clinical Quality Monitoring

We employ a comprehensive governance structure that utilises data from electronic medical records and risk management systems to monitor clinical quality on a regular basis. This allows us to identify trends in patient outcomes and clinical quality, enabling us to take proactive measures to address any issues that may arise.

Specialist Sub-committees

Our assurance framework consists of specialist sub-committees that report to senior management and the Board regularly. These sub-committees include:

- Medical Advisory Board
- Clinical Governance Committee
- Risk Assurance Committee
- Health, Safety, and Risk Committee
- Medicines Management Committee
- Infection Control Committee
- Information Governance Committee
- Environment Committee

Risk Management

We conduct routine risk assessments across all aspects of our service delivery and review trends to ensure appropriate mitigating actions are taken. This proactive approach allows us to address potential risks promptly and effectively.

Clinical Outcome Reviews

Our in-house biostatistics team thoroughly review our clinical and patient reported outcomes to validate existing controls and assessments. This process helps us identify areas for further improvement and implement necessary actions to enhance patient care.

Peer Reviews and Inspections

To maintain exceptional quality and safety standards, we conduct peer reviews and mock inspections regularly across all our facilities. These reviews ensure that our clinics consistently deliver the highest standards of care. Through our continuous quality improvement framework, we are committed to driving excellence in every aspect of our operations, ultimately ensuring the best possible outcomes for our patients.



ACES Clinic Map as of 1st April 2023

1. Cambridge
2. Fakenham Holt Road
3. Fakenham Medical Centre
4. Peterborough
5. Thetford
6. Wisbech



1. Cambridge

ICB Name:

Cambridge & Peterborough ICB

Contract Start Date:

01/04/2022

Contract End Date:

31/03/2024

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- General Ophthalmology
- Glaucoma Care
- Oculoplastics
- YAG Laser Treatment

2. Fakenham Holt Road

ICB Name:

Norfolk & Waveney ICB

Contract Start Date:

01/04/2022

Contract End Date:

31/03/2024

Services

- Pre-assessments
- General Ophthalmology
- Glaucoma Care
- YAG Laser Treatment

3. Fakenham Medical Centre

ICB Name:

Norfolk & Waveney ICB

Contract Start Date:

01/04/2022

Contract End Date:

31/03/2024

Services

- Cataract Surgery
- Oculoplastics

4. Peterborough

ICB Name:

Cambridge & Peterborough ICB

Contract Start Date:

01/04/2022

Contract End Date:

31/03/2024

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- General Ophthalmology
- Glaucoma Care
- Oculoplastics
- YAG Laser Treatment

5. Thetford

ICB Name:

Norfolk & Waveney ICB
Suffolk & NE Essex ICB

Contract Start Date:

01/04/2022

Contract End Date:

31/03/2024

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- General Ophthalmology
- Glaucoma Care
- Oculoplastics
- YAG Laser Treatment

6. Wisbech

ICB Name:

Cambridge & Peterborough ICB
Suffolk & NE Essex ICB

Contract Start Date:

01/04/2022

Contract End Date:

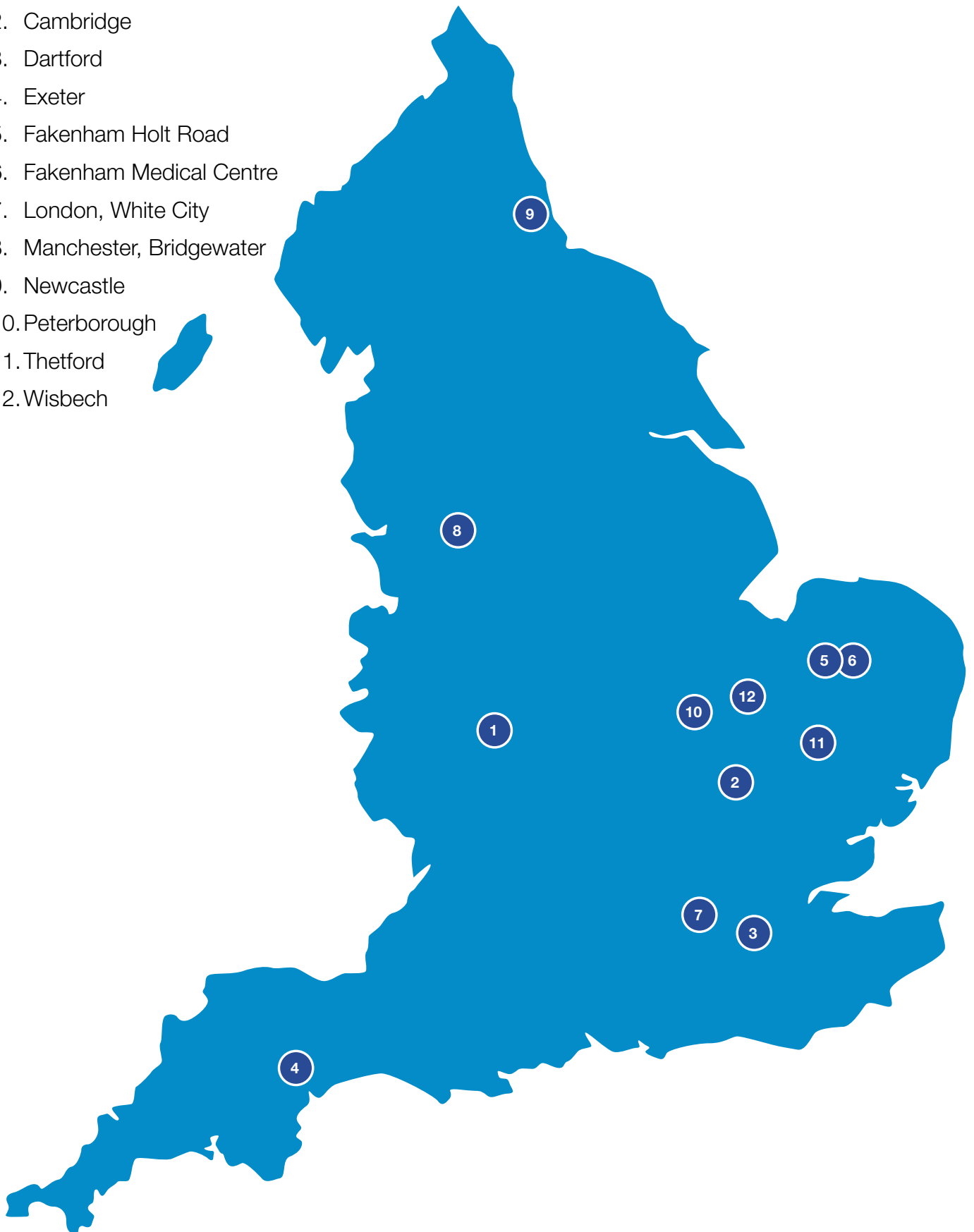
31/03/2024

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- General Ophthalmology
- Glaucoma Care
- Oculoplastics
- YAG Laser Treatment

ACES Clinic Map as of 31st March 2024

1. Birmingham
2. Cambridge
3. Dartford
4. Exeter
5. Fakenham Holt Road
6. Fakenham Medical Centre
7. London, White City
8. Manchester, Bridgewater
9. Newcastle
10. Peterborough
11. Thetford
12. Wisbech



1. Birmingham

ICB Name:

Birmingham & Solihull ICB

Contract Start Date:

28/11/2023

Contract End Date:

31/03/2024 Agreed Extension to 31/03/2025

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- YAG Laser Treatment

2. Cambridge

ICB Name:

Cambridge & Peterborough ICB

Contract Start Date:

01/04/2022

Contract End Date:

31/03/2024

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- General Ophthalmology
- Glaucoma Care
- Oculoplastics
- YAG Laser Treatment

3. Dartford

ICB Name:

Kent & Medway ICB

Contract Start Date:

01/01/2024 | 01/04/2024

Contract End Date:

31/03/2024 | 31/03/2025

Services

- Pre & Post-op Cataract Care
- Cataract Surgery

4. Exeter

ICB Name:

Devon ICB

Contract Start Date:

01/01/2024

Contract End Date:

31/03/2025

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- YAG Laser Treatment

5. Fakenham Holt Road

ICB Name:

Norfolk & Waveney ICB

Contract Start Date:

01/04/2022

Contract End Date:

31/03/2024

Services

- Pre-assessments
- General Ophthalmology
- Glaucoma Care
- YAG Laser Treatment

6. Fakenham Medical Centre

ICB Name:

Norfolk & Waveney ICB

Contract Start Date:

01/04/2022

Contract End Date:

31/03/2024

Services

- Cataract Surgery
- Oculoplastics

7. London, White City

ICB Name:

North West London ICB

Contract Start Date:

01/02/2024

Contract End Date:

30/09/2024

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- YAG Laser Treatment

8. Manchester, Bridgewater

ICB Name:

Greater Manchester ICB

Contract Start Date:

01/02/2024

Contract End Date:

31/01/2025

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- General Ophthalmology
- Glaucoma Care
- Oculoplastics
- YAG Laser Treatment

9. Newcastle

ICB Name:

North East & North Cumbria ICB

Contract Start Date:

05/12/2023

Contract End Date:

04/12/2026

Services

- Pre & Post-op Cataract Care
- Cataract Surgery

10. Peterborough

ICB Name:

Cambridge & Peterborough ICB

Contract Start Date:

01/04/2022

Contract End Date:

31/03/2024

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- General Ophthalmology
- Glaucoma Care
- Oculoplastics
- YAG Laser Treatment

11. Thetford

ICB Name:

Norfolk & Waveney ICB
Suffolk & NE Essex ICB

Contract Start Date:

N&W 01/04/2022 | S&NE 01/09/2023

Contract End Date:

N&W 31/03/2024 | S&NE 02/09/2025

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- General Ophthalmology
- Glaucoma Care
- Oculoplastics
- YAG Laser Treatment

12. Wisbech

ICB Name:

Cambridge & Peterborough ICB
Suffolk & NE Essex ICB

Contract Start Date:

01/04/2022 | Lincs ICB 01/04/2024

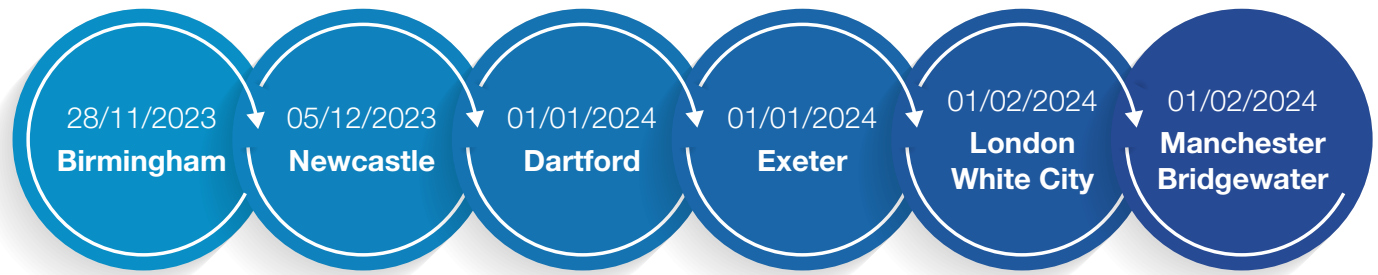
Contract End Date:

31/03/2024 | Lincs ICB 30/03/2029

Services

- Pre & Post-op Cataract Care
- Cataract Surgery
- General Ophthalmology
- Glaucoma Care
- Oculoplastics
- YAG Laser Treatment

Timeline of Clinic Openings



Summary of Services

	Pre-Assessments	Cataract Surgery	General Ophthalmology	Glaucoma Care	Oculoplastics	YAG Laser Treatment
Birmingham	✓	✓	✓	✗	✗	✓
Cambridge	✓	✓	✓	✓	✓	✓
Dartford	✓	✓	✗	✗	✗	✗
Exeter	✓	✓	✗	✗	✗	✓
Fakenham – Holt Road	✓	✗	✓	✓	✗	✓
Fakenham – Medical Practice	✗	✓	✗	✗	✓	✗
Lincoln	✓	✗	✗	✗	✗	✗
London White City	✓	✓	✓	✗	✗	✗
Manchester Bridgewater	✓	✓	✓	✓	✓	✓
Newcastle	✓	✓	✗	✗	✗	✗
Norwich	✓	✗	✗	✗	✗	✗
Peterborough	✓	✓	✓	✓	✓	✓
Thetford	✓	✓	✓	✓	✓	✓
Wisbech	✓	✓	✓	✓	✓	✓

Clinical Overview

Our services encompass various specialised areas within ophthalmology, including:

- Cataract Pre-Assessment Clinics
- Cataract Surgery
- Cataract Post-Operative Clinics (In Person and Virtual)
- General Ophthalmology Clinics
- Glaucoma Clinics (In Person and Virtual)
- Glaucoma SLT Laser Clinics
- Glaucoma Surgical Procedures
- Oculoplastics Clinics (In Person and Virtual)
- Oculoplastics Procedures (Minor and Complex)
- YAG Laser Capsulotomy and PI

Through these services, we cater to the unique needs of our patients, delivering high-quality care across the spectrum of eye health. Our data-driven approach allows us to analyse and present detailed insights into the distribution and utilisation of these services, enabling us to continually optimise our clinical pathways and enhance patient outcomes.

Clinical Outcomes

Over the past year, ACES has demonstrated sustained growth and enhancement across various dimensions of our operations, to include but not limited to the landscape across England that services are provided through associated ICB contracts. We have witnessed an increase in the number of patients selecting ACES for their ophthalmic care. Furthermore, our service specification across England enables us to care for not only the patient with a cataract but the patient with many different ophthalmic conditions.

A notable expansion has been observed through our virtual Glaucoma pathway, which is now accessible across a greater number of ACES clinics. This strategic expansion aligns with our commitment to extending high-quality eye care to more communities.

Throughout the preceding 12 months, our patient volumes have exhibited consistent growth, reflecting the increasing trust and preference placed in ACES by individuals seeking ophthalmic treatment. Despite these escalating figures, we maintain an unwavering focus on surgical outcomes and patient safety, prioritising the well-being and satisfaction of every individual under our care.

- Percentage of patients with visual acuity of 6/12 or better: 98.17%
- Percentage of patients achieving +/- 1.00D deviation from predicted spherical equivalent refraction: 97.67%
- Percentage of surgeries completed without PCR: 99.95% (0.05% PCR Rate)
- Percentage of patients with confirmed case of Endophthalmitis: 0.00%

Posterior capsule rupture (PCR) is a potential complication arising from cataract surgery, characterised by a breach or tear in the posterior lens capsule. Our internal data reviews consistently reveal an unadjusted PCR rate of 0.05% a figure well below the national target of 0.79%. This achievement underscores our unwavering commitment to maintaining surgical excellence, with an impressive 99.61% of our surgeries proceeding without complications.

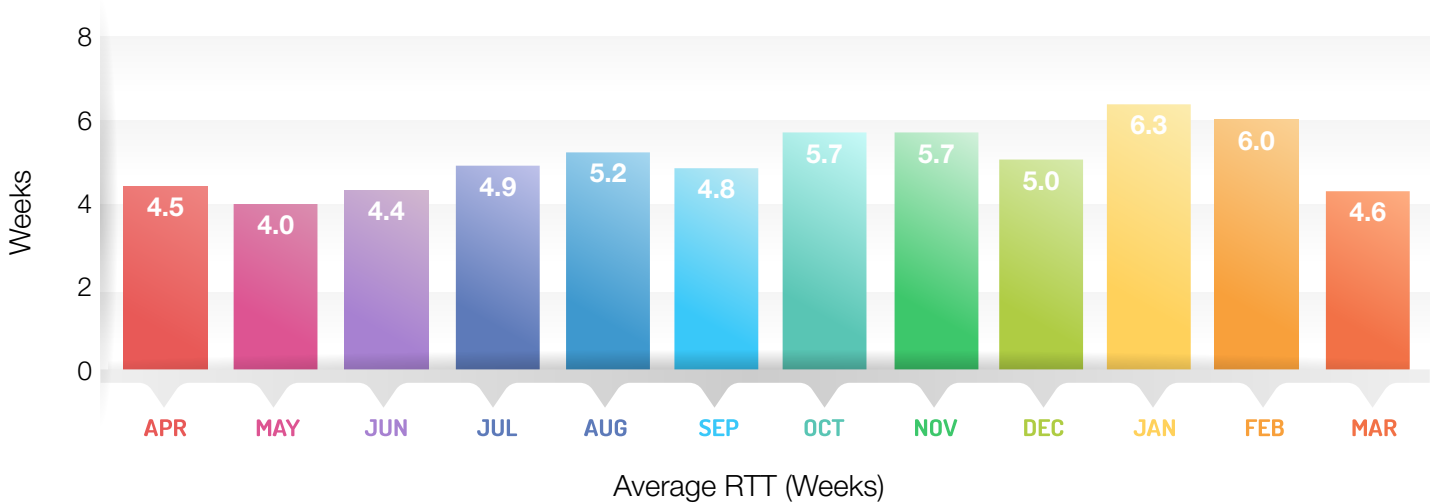
In addition to our commendable performance in managing PCR, our endophthalmitis infection rates also surpass national benchmarks. At 0.00% during the time period analysed our incidence of endophthalmitis falls significantly below the national target of 0.1%. Endophthalmitis, although rare, represents a serious post-surgical complication in ophthalmic procedures.

Referral to Treatment Times

ACES is resolute in its commitment to delivering timely and efficient care to all patients, adhering closely to the NHS Constitution's 18-week referral-to-treatment target. Throughout the period from 1st April 2023 to 31st March 2024, ACES achieved a median referral to treatment time across all treatments of 4.5 weeks as illustrated in the accompanying bar chart showcasing the median RTT for each month.

1. Median RTT (weeks) by month April 23-March 24 across all services

Average Referral to Treatment (Weeks)



2. Treated within 18 weeks: 98%

Looking ahead, the expansion of ACES' service provision holds the promise of bolstering capacity and further reducing waiting times. The ongoing commitment to enhancing patient care and access remains a top priority for ACES, reaffirming its dedication to serving the community with prompt and efficient healthcare solutions.

3. Referral to triage/contact time average data: within 24 hours



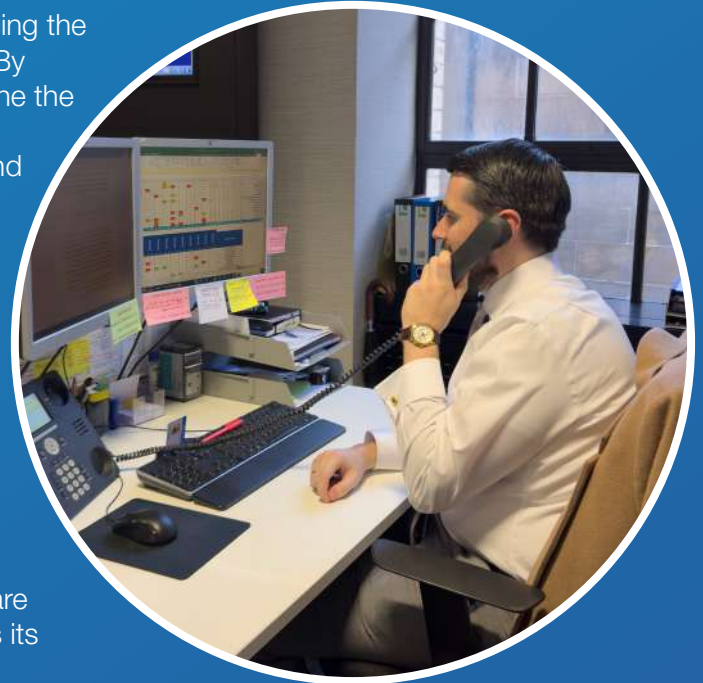
Referral Management Contact Centre

In line with our commitment to optimising patient care and streamlining referral-to-treatment processes, ACES is proud to announce the establishment of a centralised Referral Management Contact Centre (RMCC). This dedicated facility is staffed with skilled professionals trained to efficiently manage referrals, ensuring timely access to our services while adhering to and exceeding the NHS's 18-week referral-to-treatment target.

The RMCC represents a significant investment in enhancing the patient experience and improving operational efficiency. By centralising referral management, ACES aims to streamline the entire process, from initial referral to treatment allocation, thus reducing administrative burdens on both patients and healthcare providers.

Through the RMCC, ACES will implement robust protocols and advanced technology to track and monitor referrals, prioritise cases based on clinical urgency, and allocate resources effectively to meet demand. Moreover, the dedicated staff at the RMCC will serve as a point of contact for patients and referring clinicians, providing guidance, support, and regular updates throughout the referral journey.

By establishing this centralised hub, ACES reaffirms its commitment to delivering high-quality, patient-centred care while driving operational excellence and efficiency across its service network.



Patient Feedback and Satisfaction

At ACES, we place immense value on the feedback and satisfaction of our patients as integral components of our commitment to delivering exceptional care. Through various channels of communication, including surveys, interviews, and suggestion boxes, we actively seek input from patients regarding their experiences with our services.

We understand that patient feedback serves as a vital tool for continuous improvement, enabling us to identify areas of strength and opportunities for enhancement within our healthcare delivery system. By actively listening to the voices of our patients, we gain valuable insights into their needs, preferences, and expectations, which inform our efforts to optimise care pathways and service delivery models.

Feedback Collection Mechanisms



We have established multiple avenues for patients to provide feedback, including, internal in-person digital satisfaction forms, online surveys and use of multiple review based websites. These mechanisms are designed to capture diverse perspectives and ensure accessibility for all patients.

Regular Analysis and Review



Feedback collected from patients is systematically analysed and reviewed by our quality improvement teams. This process involves identifying common themes, trends, and areas for improvement, which are then prioritised for action.

Continuous Quality Improvement Initiatives



Based on the insights gained from patient feedback, we implement targeted improvement initiatives aimed at enhancing the overall patient experience. These initiatives may range from workflow optimisations and staff training programs to facility upgrades and service expansions.

Transparent Communication



We believe in maintaining open and transparent communication with our patients regarding their feedback and the actions taken in response. Through regular updates and communication channels, we ensure that patients are informed about the changes implemented as a result of their feedback.

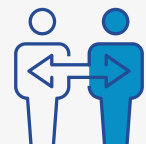
Patient Feedback



Post-op Questionnaire



Online Reviews



Percentage of patients who would recommend



Percentage of patients satisfied with care



Percentage of patients satisfied with visual outcome

What Our Patients Say About ACES



99.4%

would recommend ACES vision correction surgery to their friends and family.*



98.6%

were satisfied with their care.*



97.8%

were satisfied or very satisfied with their overall experience at ACES.*



91.2%

said their quality of life has improved since having surgery.*



*2023 ACES Telemedicine Post-Op Questionnaire and External Optometrist Feedback form. Dates between 1st January to 3rd of September 2023. Sample size 3,776.

“ Thank you to the Peterborough clinic...

Thank you to the Peterborough clinic for being so thorough and explaining things to me. All the staff are so lovely.

★★★★★ ”

“ Cataract Surgery made Quick and Easy

On 11th October 2023 I was referred by my optician to Peterborough City Hospital Ophthalmology department for cataract surgery. On 24th June 2024, following periodic calls to confirm that I was still on the waiting list, I contacted ACES in Peterborough to apply for surgery. By the 22nd July 2024 following an assessment and 2 operations my cataract surgery was complete. I was extremely impressed throughout with the efficiency, friendliness and helpfulness of the staff who operate in a spotless environment.

★★★★★ ”

“ I have received excellent professional...

I have received excellent professional care from technicians, nurses and surgeons within a calm, welcoming and pleasant environment at the Dartford clinic. In particular, the technician Joanne was so kind and caring during my extra check-up and I can't thank her enough.

★★★★★ ”

(Commenced August 2024)

First Class Service

I arrived with my Dad for his procedure, we were received with courtesy and respect. After a few minutes wait my dad had his eyes tested and prepared with drops. Then taken to the treatment room where a friendly practitioner explained the procedure. Everyone was super friendly and professional. Within about 15 minutes we were on our way out. The next day my dads eyesight was completely free of blurred vision. Truly first class service. Thank you.



Fantastic Service and Support

I recently had Cataract surgery in both of my eyes at ACES in Thetford. The service was fantastic. The staff were very friendly, helpful, knew exactly what they were doing and went out of their way to put my mind at ease. The surgical team and consultant could not have been better. I would highly recommend asking for a referral to ACES if you need cataract surgery.



Experienced care

Recent eye test shows my cataract operations were a complete success. The whole procedure from booking in to surgery was carried out with care and empathy towards the patient, which alleviated most of my anxiety about the surgery. I did feel a sense of safety.

Therefore my thanks go to all the staff that tended to me, from the opticians, the nursing staff and the surgeon for a pleasant outcome. A good choice of clinic.



ACES Wisbech

Truly brilliant, very friendly caring, very helpful nothing too much trouble, Any treatment explained in full, made to feel relaxed, can honestly say I would recommend ACES Eye Clinic to anybody. There superb.

Thank you.



Absolutely brilliant results for me. Excellent service and reassurance from all staff.



ACES Peterborough

Stuart House Peterborough is an amazing operation. Fantastic staff in all areas from start to finish both eyes complete. Outstanding company. Thank you to you all for my amazing eyesight.



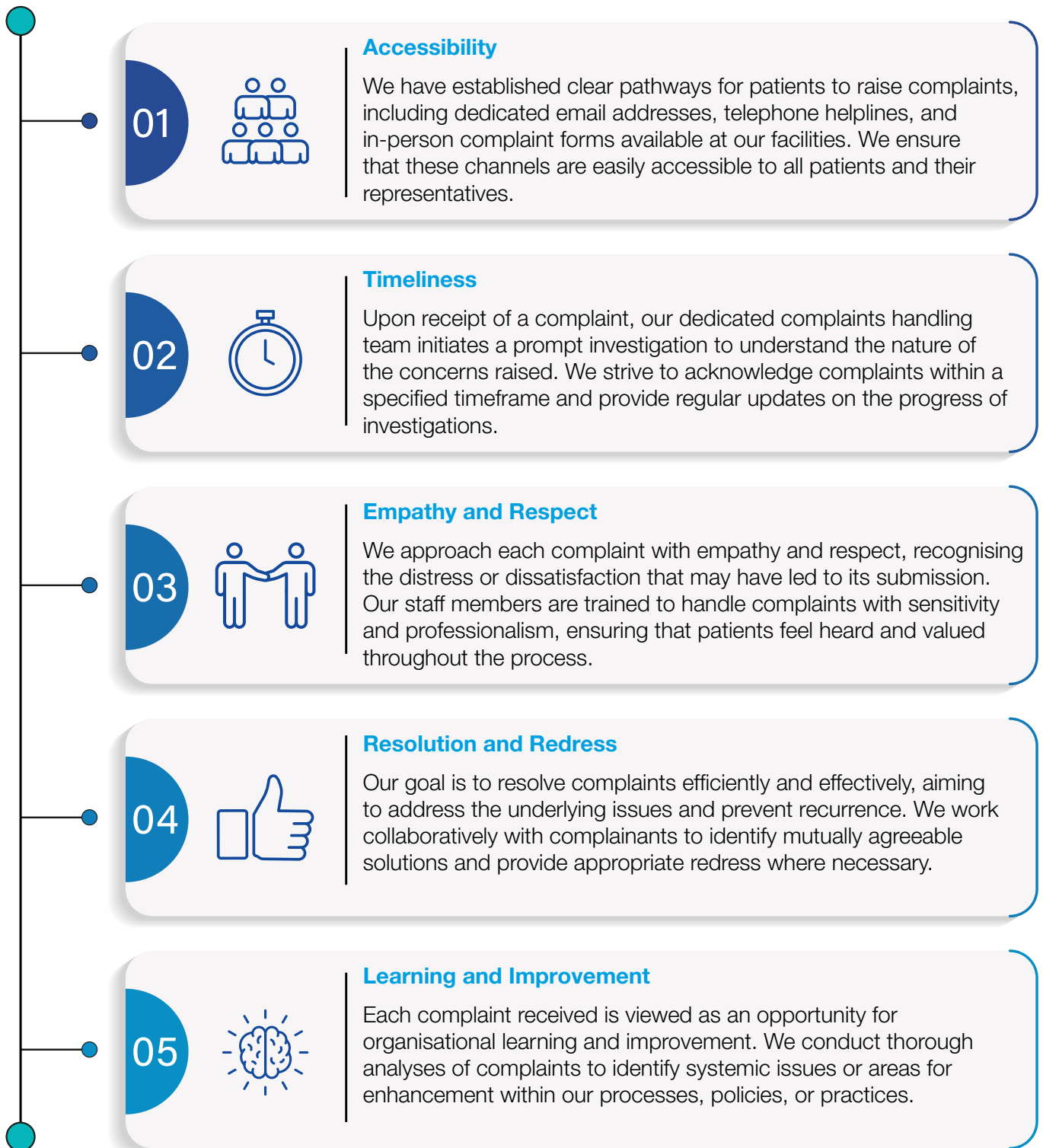
ACES Dartford

I had cataract surgery on Tuesday. The staff were incredible. Helpful, professional and very supportive. The advice they gave has been particularly useful. It's Friday now and my vision is excellent. I cannot recommend this clinic highly enough.



Complaints

At ACES, we recognise that complaints are an essential aspect of quality assurance and patient advocacy. We are committed to providing a transparent and responsive process for addressing and resolving complaints in a timely and compassionate manner.



We are committed to listening to the concerns of our patients, addressing them effectively, and striving to deliver the highest standards of care and service excellence.

The table below shows the percentage of complaints received, relative to the number of procedures undertaken. No patient complaint went unresolved.

Clinic	% Complaints vs Treatments
Clinic 1	0.2%
Clinic 2	0.1%
Clinic 3	0.0%
Clinic 4	0.3%
Clinic 5	0.3%
Clinic 6	0.0%
Clinic 7	0.0%
Clinic 8	0.0%
Clinic 9	0.0%
Clinic 10	0.0%
Clinic 11	0.0%
Clinic 12	0.0%



Patient Safety Incident Framework

NHS England has introduced the Patient Safety Incident Response Framework (PSIRF), replacing the previous Serious Incidents Framework (SIF). This framework outlines a strategic, preventative, collaborative, fair, and just approach to investigating safety breaches within local healthcare systems. At ACES, we have embraced this new framework as an opportunity to enhance our patient safety practices and promote a culture of continuous learning and improvement.

Unlike its predecessor, PSIRF is less prescriptive and encourages a learning-focused approach to investigating Patient Safety Incidents (PSIs). It emphasises compassionate engagement with those affected, system-based learning, proportionate responses, and supportive oversight.

As a provider of eye care services, patient safety is our top priority. The implementation of the PSIRF aligns with our commitment to continuously improve the quality and safety of care delivered to our patients.

By adopting this framework, ACES aims to:

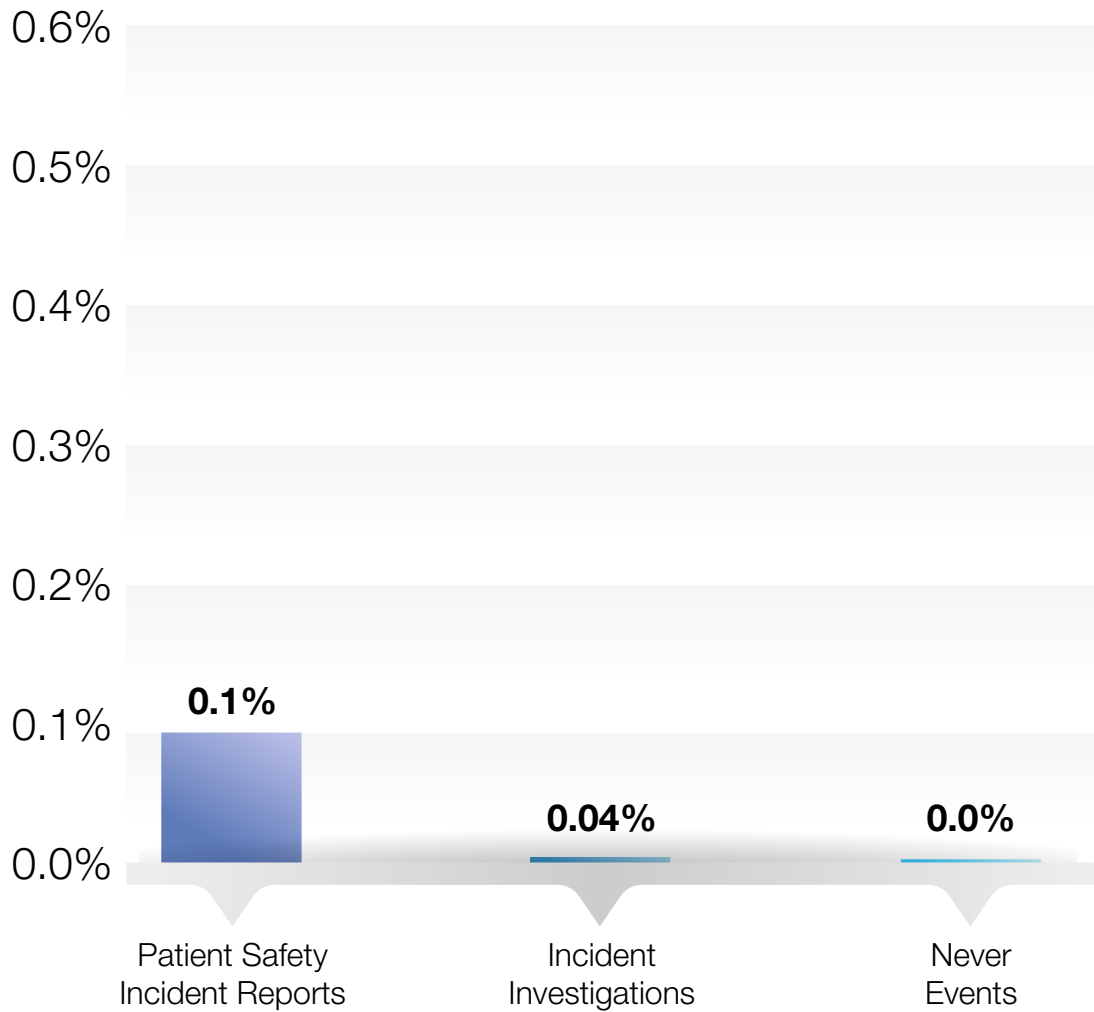
- Enhance our approach to investigating patient safety incidents, ensuring a fair and just response.
- Foster a culture of learning and improvement, where all staff members are actively engaged in identifying opportunities to enhance patient safety.
- Strengthen our systems and processes to prevent future incidents and mitigate risks proactively.
- Promote transparency and accountability in our response to patient safety incidents, both internally and within the wider healthcare community.

We are pleased to announce that the Patient Safety Incident Response Framework (PSIRF) has been successfully implemented at ACES.

Moving forward, we remain dedicated to the ongoing refinement and optimisation of our patient safety incident response processes in alignment with the principles of PSIRF. Continuous monitoring, evaluation, and review will ensure that we sustain the momentum gained from the successful implementation of this framework and continue to uphold the highest standards of patient safety across all aspects of our services at ACES.

- Patient Safety Incident Reports Leading to Investigation: 10
- Patient Safety Incidents Reports Resulting in Never Events: 0

% Patient Safety Incidents Relative to ACES Patients Treated



Clinical Services Support Function

At ACES, we understand the importance of providing timely and accessible support to our patients, especially during urgent situations. That's why we are proud to offer our dedicated Emergency 24/7 Patient Hotline, ensuring that patients have access to immediate assistance and guidance whenever they need it.

Our hotline is staffed by trained clinicians who are equipped to handle a wide range of emergency eye care concerns, including sudden changes in vision, eye injuries, and post-operative complications. Whether it's during office hours or in the middle of the night, patients can rely on our hotline to connect them with knowledgeable experts who can provide valuable advice and assistance.

Diagnostic Technology

At ACES, we are committed to providing each patient with an exceptional standard of patient care. We use state of the art, industry leading, technology across all our clinics.

Diagnostic scan capture, together with a clinician assessment, can provide **early detection of eye conditions**, both visual and general health related, allowing patients to rectify them before they develop or worsen.



ZEISS OCT

The Optical Coherence Tomography (OCT) scanner allows us to obtain high-resolution images of the posterior segment of the eye including the retina. It is essential in a modern ophthalmic clinic to accurately diagnose conditions such as age-related macular degeneration, macular oedema, and macular holes.



ZEISS Lumera Microscope

The Lumera Dual Scope Microscope gives our surgeons crystal clear visualisation during the cataract procedure and gives them the option of using live OCT images intraoperatively. This means our Intraocular Lens (IOL) surgery is quicker and more precise than ever before. Furthermore, the Dual Scope serves as a way of facilitating teaching to new Surgeons or Optometrists for example.



ZEISS Clarus Fundus Camera

Fundus photography allows us to capture a high resolution image of the central and peripheral retina, to include the optic disc, retinal blood vessels and the macula. This device will take a photograph of the sensitive layers at the back of the eye, which will then be reviewed by our experienced clinicians as part of the patient's eye health assessment.



ZEISS Humphrey Visual Field Analyser

This instrument is the gold standard in perimetry, testing visual fields, which can highlight conditions, such as glaucoma, that may affect a patient's vision.



Nd:YAG Laser

Nd:YAG lasers are used in ophthalmology to treat Posterior Capsular Opacification (PCO), a condition that may occur after cataract surgery, and for peripheral iridotomy in patients with acute angle-closure glaucoma.



ZEISS IOL Master 700TK

This piece of technology captures many biometric measurements of the eye and utilises sophisticated formulas to determine the best lens power. The ZEISS IOL Master 700 can capture 2,000 scans per second.

At ACES, we recognise the pivotal role that advanced diagnostic technology plays in delivering precise and effective eye care to our patients. That's why we have made significant investments to ensure that our clinics are equipped with the latest and most advanced diagnostic tools available in the field of ophthalmology.

By investing in the best-in-class latest generation diagnostic technology, we are not only enhancing our ability to provide comprehensive eye care but also empowering our clinicians to tailor treatment plans to the unique needs of each patient. Whether it's detecting early signs of glaucoma, monitoring retinal health, or advanced calculations for cataract surgery, our advanced diagnostic tools enable us to deliver timely interventions and ensure optimal outcomes for our patients.

Training and Development

At ACES, we recognise the critical importance of investing in the ongoing training and development of our healthcare professionals. In the past year, we have taken significant strides to enhance the skills, knowledge, and capabilities of our staff through targeted training initiatives and educational programs.

One notable accomplishment has been the design and delivery of two formally accredited, internationally recognised, qualifications tailored specifically for healthcare assistants and registered staff within our organisation. These accredited diplomas not only recognise the valuable contributions of our staff but also underscore our commitment to providing them with opportunities for professional growth and advancement.

These accredited qualifications serve as a testament to the dedication and commitment of our staff while also highlighting our unwavering commitment to excellence in patient care. By investing in the professional development of our healthcare professionals, we ensure that they are equipped with the skills, knowledge, and confidence to deliver exceptional care and support to our patients.

At ACES we remain committed to fostering a culture of continuous learning and development within our organisation. Through ongoing training initiatives, mentorship programs, and educational opportunities, we will continue to empower our staff to reach their full potential and uphold the highest standards of care and professionalism in everything they do.



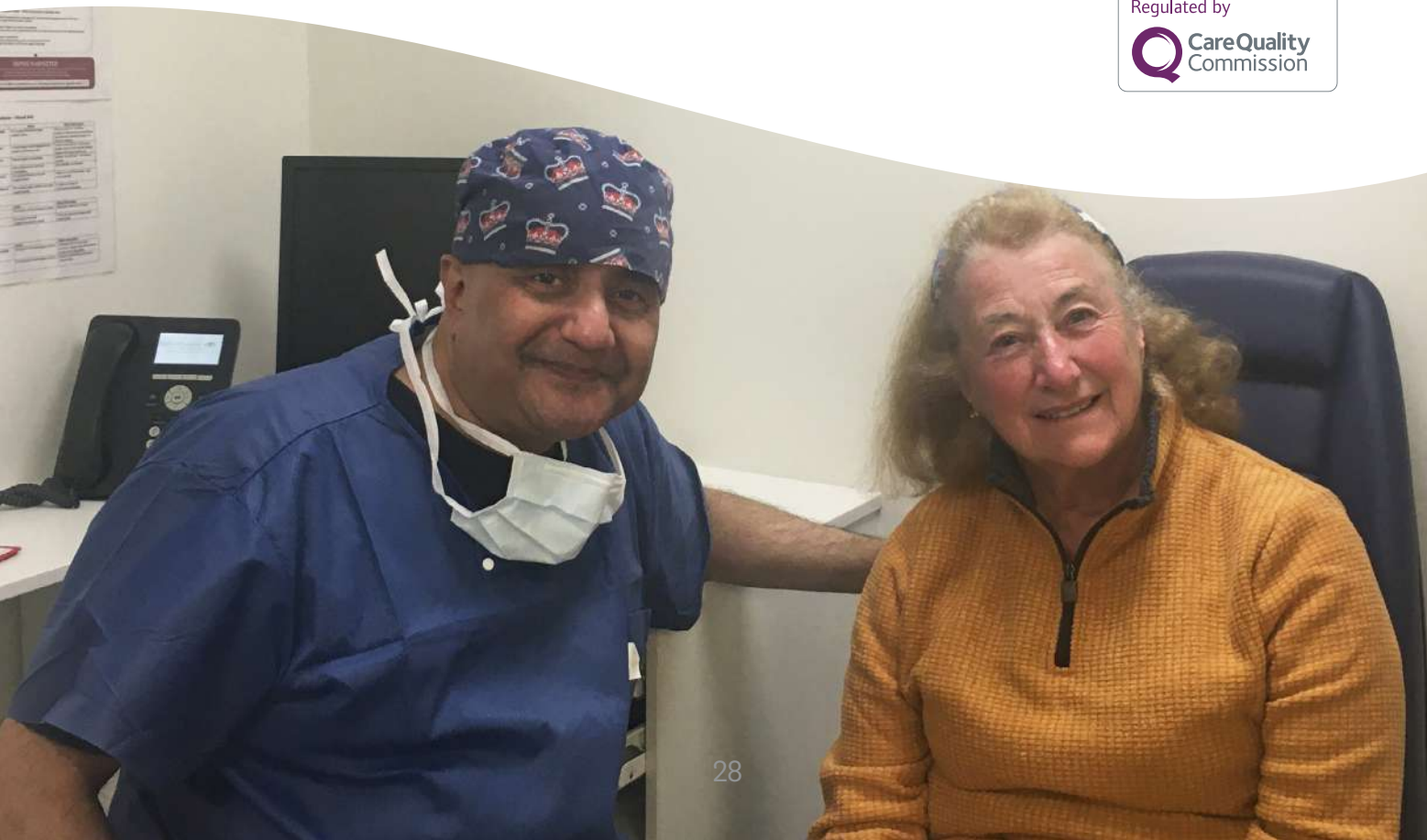
Regulatory Inspections

In the 2023-2024 year, ACES underwent no regulatory inspections conducted by the Care Quality Commission (CQC). Despite the absence of formal inspections during this period, we remain steadfast in our commitment to upholding regulatory standards and compliance with healthcare regulations. Our ongoing efforts to maintain the highest levels of quality and safety in patient care are reflected in our rigorous internal quality assurance processes, continuous monitoring of clinical practices, and adherence to best practices and guidelines established by regulatory authorities.

While we did not undergo inspections in the past year, we proactively engage in regular self-assessments and audits to ensure that our services consistently meet and exceed regulatory requirements. Moving forward, we remain fully committed to transparency, accountability, and regulatory compliance as integral components of our commitment to providing safe, high-quality care to our patients.

CQC Inspection Reports

Location	Overall	Safe	Effective	Caring	Responsive	Well-led
Birmingham	Good	Good	N/A	N/A	N/A	Good
Cambridge	Good	Good	Good	Good	Good	Good
Fakenham	Good	Good	Good	Good	Good	Good
Thetford	Good	Good	Good	Good	Good	Good
Wisbech	Good	Good	Good	Outstanding	Good	Good



Safeguarding

At ACES, safeguarding the welfare and well-being of our patients is paramount in all aspects of our service delivery. We adhere to robust safeguarding policies and procedures designed to identify, prevent, and address any potential risks or instances of harm to vulnerable individuals under our care. Our dedicated safeguarding team works to ensure that all staff members receive comprehensive training in recognising signs of abuse, neglect, or exploitation, and are equipped with the necessary knowledge and skills to respond effectively to safeguarding concerns.

Throughout the past year, we have remained vigilant in our efforts to safeguard patients, particularly those who may be at increased risk due to age, disability, or other vulnerabilities. We regularly review and update our safeguarding protocols in line with evolving best practices and regulatory guidelines to ensure that they remain effective and responsive to the needs of our patients.

Additionally, we maintain close partnerships with local safeguarding authorities, other healthcare providers, and relevant agencies to facilitate collaborative efforts in safeguarding vulnerable individuals within our community. By prioritising safeguarding at every level of our organisation, we strive to create a safe and supportive environment where patients feel secure and confident in receiving the care they need.

Safeguarding Compliance is monitored regularly, through continual training and development.

Clinic	Compliance Rate
Clinic 1	98%
Clinic 2	99%
Clinic 3	98%
Clinic 4	99%
Clinic 5	99%
Clinic 6	99%
Clinic 7	100%
Clinic 8	99%
Clinic 9	100%
Clinic 10	99%
Clinic 11	100%
Clinic 12	98%

“The safeguarding of our patients is of paramount importance to us. ACES has a team of highly trained and experienced safeguarding leads who manage this vital function within our business and offer on the spot advice and assistance to colleagues when a concern is reported. We work hard to ensure our teams are robustly trained in recognising signs of abuse and taking the appropriate action.”

Aimee Ferguson,
Safeguarding Lead and Senior
In-house Solicitor

Infection Prevention and Control

ACES is committed to upholding the highest standards of infection prevention and control to ensure the safety and well-being of our patients. At ACES we have worked to implement comprehensive protocols and procedures aimed at minimising the risk of healthcare-associated infections.

Training is a cornerstone of our infection prevention strategy, with all staff members receiving thorough education and training on infection control practices upon joining the organisation and through regular refresher courses. This ensures that our team remains vigilant and proactive in adhering to strict hygiene practices, including hand hygiene, personal protective equipment (PPE) use, and environmental cleaning.

Regular audits and assessments are conducted to monitor compliance with infection control protocols and identify areas for improvement. These audits are complemented by robust surveillance systems to promptly detect and respond to any potential outbreaks or infection clusters.

As part of our proactive approach to infection prevention, we judiciously administer prophylactic antibiotics to patients undergoing surgical procedures, in accordance with evidence-based guidelines and best practice. This helps to mitigate the risk of surgical site infections and other post-operative complications.

We are proud to report a nil rate of endophthalmitis, a rare but serious complication of ophthalmic surgery. Our stringent infection control measures, coupled with vigilant surveillance and prompt intervention, have contributed to this favourable outcome.

By prioritising infection prevention and control across all aspects of our operations, ACES remains steadfast in our commitment to ensuring the safety and well-being of every patient entrusted to our care.

Quarterly Audits are carried out in respect to Infection Prevention & Control.

Clinic	Q1	Q2	Q3	Q4
Clinic 1	98%	98%	97%	98%
Clinic 2	98%	99%	99%	99%
Clinic 3	93%	97%	99%	99%
Clinic 4	99%	99%	99%	99%
Clinic 5	99%	99%	99%	99%
Clinic 6	99%	100%	99%	99%
Clinic 7	-	-	98%	98%
Clinic 8	-	-	100%	99%
Clinic 9	-	-	100%	100%
Clinic 10	-	-	97%	97%
Clinic 11	-	-	100%	100%
Clinic 12			97%	97%



Audit Tool Series

The audit tool series at ACES serves as a crucial tool in ensuring the delivery of high-quality care to our patients. Our audit process is meticulously designed to evaluate and improve various aspects of our services, ranging from clinical practices to administrative procedures.

Audit Type	Audit Frequency
Cleanliness of the Clinic Environment	Monthly
Cleanliness of the Theatre Environment	Monthly
Hand Hygiene	Quarterly
Infection Prevention & Control	Quarterly
Patient Records Cataract	Quarterly
Quality of Patient Care	Quarterly
Team Brief	Quarterly
WHO Surgical Site Safety Checklist	Quarterly
Clinic Document Control	Biannually
Personnel File	Biannually

Freedom to Speak Up

At ACES, we prioritise creating an environment where staff feel empowered to raise concerns and contribute to the ongoing improvement of our services. We are proud to have a dedicated Freedom to Speak Up Guardian who serves as a confidential and impartial resource for staff members to voice their concerns. Our Guardian provides support, guidance, and advocacy to individuals who wish to raise issues or share feedback, ensuring that their voices are heard and that any concerns are addressed promptly and effectively. Through this commitment to fostering a culture of openness and transparency, we aim to continuously enhance the safety, quality, and overall experience of care for our patients and staff alike.

Environmental

As a responsible business, we are fully committed to working tirelessly to minimise the company's environmental impact.

We launched a number of environmental measures including reducing our single use plastic across the business and encouraging every member of staff within the business to commit to our pledge. We encourage not only our own patients, but all contact lens wearers to make use of contact lens recycling services.

We are keen to educate all glasses and contact lens wearers, and the wider ophthalmic industry, about the impact of their vision correction choice and the more sustainable alternatives available, such as laser eye and lens surgery. We have an ongoing communication and education strategy to increase awareness of this critically important message across a number of audiences. We will continue to passionately drive change to protect our planet and our future generations.

Priorities for 2024-2025

Vision and Mission

Vision: To provide and be the industry leader of high-quality, best-in-class patient-centred healthcare, making this care accessible to all UK citizens, across all facets / areas of ophthalmology.

Mission: Improve access to care across the UK from local community settings, reducing health disparities, and enhancing patient clinical and reported outcomes. A pivotal component of this mission is ensuring operational efficiency via the use of multi-disciplinary teams (MDTs).

Strategic Goals

Enhancing Quality of Care: Improving patient outcomes, reducing wait times for outpatient and surgical care, and increasing care consistency.

Improving Access to Healthcare: Expanding healthcare services, particularly in local or community based settings, through multi-disciplinary team (MDT) approaches. It is the intention of ACES to have an ICB contract in every ICB area for the provision of ophthalmology services through the course of the next five years.

Promoting Health Equity: Reducing health disparities among populations based on race, income, or geography.

Embracing Digital Transformation: Incorporating telehealth, electronic medical records (EMR), and AI to improve efficiency.

Cost Control and Financial Sustainability: Implementing strategies to control rising healthcare costs while maintaining high-quality care.

Workforce Development: Addressing shortages in healthcare workers by focusing on recruitment, training, retention and a multi-disciplinary team (MDT) approach.

Action Plans

Investment in Technology: Adoption of new diagnostic and treatment technologies, such as AI for diagnostics, telemedicine platforms, and improved Electronic Medical Records (EMR) systems.

Infrastructure Expansion: Building or upgrading healthcare facilities in underserved regions or jurisdictions.

Workforce Training: Providing ongoing training to healthcare workers to keep up with advancements in medicine and technology.

Health Promotion and Prevention Programmes: Launch and support public health initiatives aimed at preventing and providing timely management of chronic eye diseases.

Data-Driven Decision Making: Using healthcare data analytics to track patient clinical and patient reported outcomes, resource utilisation, and areas for improvement.

Stakeholder Engagement

Government Bodies (e.g. ICBs): For policy and funding support.

Patients and Communities: Engaging patients in decision-making and tailoring services to meet their needs. Patient clinical and patient reported outcomes are important metrics across all service deliverables.

Non-Government Organisations (NGOs):

Partnering with organisations to address healthcare challenges.

Healthcare Providers: Involving doctors, nurses, and allied health professionals in strategy execution.

Measuring Progress and Performance

Key Performance Indicators (KPIs):

Tracking and evaluating metrics such as patient satisfaction, reduction in wait times, hospital readmission rates, and financial performance are essential. KPIs will be utilised at a group, clinic and individual practitioner level to ensure that best-in-class care is delivered.

Annual Reviews: Reviewing progress each year to ensure that the organisations is on track and making necessary adjustments based on results and new developments.

Innovation and Research

Clinical Research: Supporting research into new treatments, medications, and medical technologies.

Innovation Hubs: Creating spaces for healthcare professionals to collaborate and develop new ideas for improving patient care.

Clinical Excellence: Clinical Excellence and Commercial Success go hand in hand. Without one, you cannot have the other. This thought is key to the service delivery at ACES.

Financial Management

Funding Strategies: Continue to invest in technologies that will further enhance the care of the patients that utilise the ACES service for eyecare concerns.

Cost Reduction Measures: Implementing cost-saving techniques like optimising supply chain management, reducing hospital re-admissions, and enhancing preventive care to lower future healthcare costs.

Risk Management

Pandemic Preparedness: Regularly review and maintain plans to respond to health crises such as pandemics or natural disasters.

Cybersecurity: Strengthening defenses against cyber threats to protect sensitive patient data.

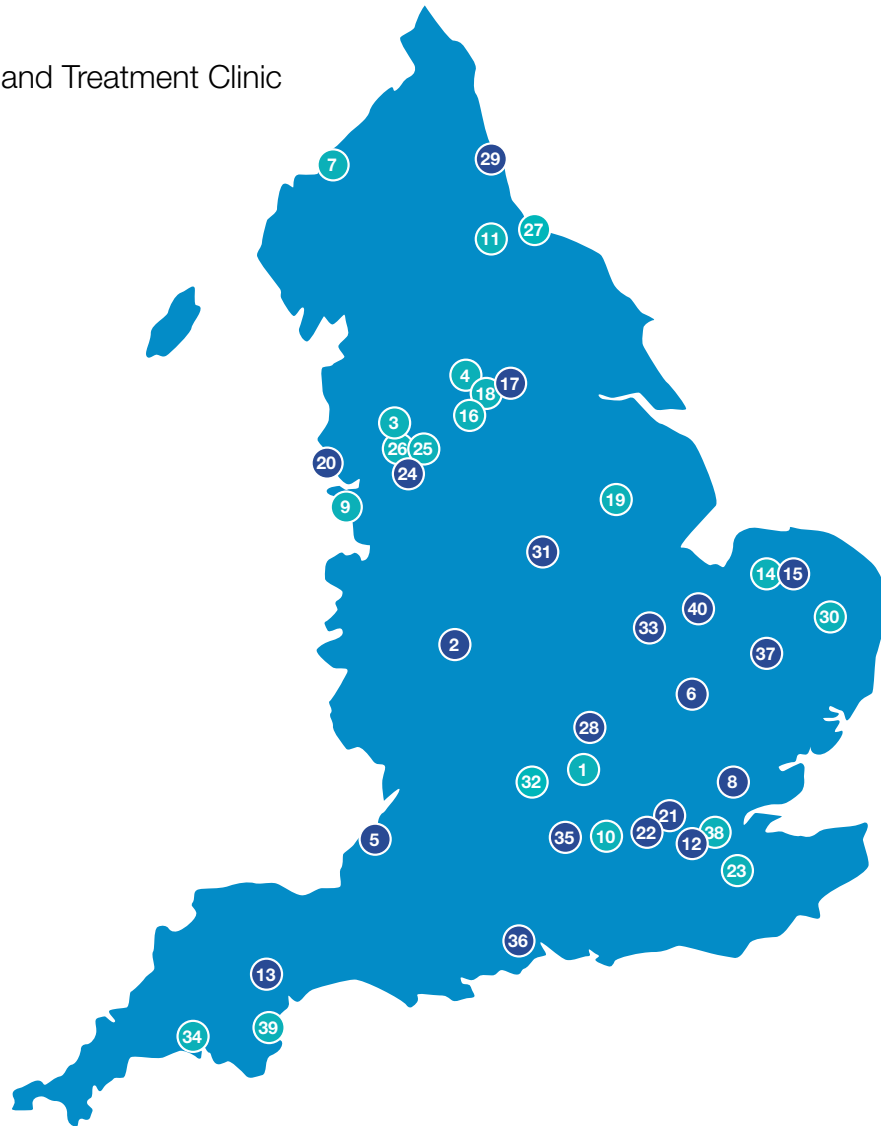
Regulatory Compliance: Ensuring all healthcare practices meet governmental, industry and health & social care organisation standards.

Workforce: Ensure measures are in place to track and monitor workforce volume and skillset in order to deliver best-in-class care to patients.

Patients: It is essential that patient feedback is gathered, assessed and respected. What is learned from one cohort of patients can help ACES to serve a future cohort of patients to its fullest potential.

Projected Clinic Map by end of 2024-2025

- Pre-Assessment and Treatment Clinic
- Pre-Assessment



- | | | |
|------------------------|-------------------------------|-----------------------|
| 1. Aylesbury | 15. Fakenham Medical Practice | 29. Newcastle |
| 2. Birmingham | 16. Huddersfield | 30. Norwich |
| 3. Bolton | 17. Leeds King Street | 31. Nottingham |
| 4. Bradford | 18. Leeds White Rose | 32. Oxford |
| 5. Bristol | 19. Lincoln | 33. Peterborough |
| 6. Cambridge | 20. Liverpool | 34. Plymouth |
| 7. Carlisle | 21. London Harley Street | 35. Reading |
| 8. Chelmsford | 22. London White City | 36. Southampton |
| 9. Chester | 23. Maidstone | 37. Thetford |
| 10. Chiswick | 24. Manchester BWC | 38. Thurrock Lakeside |
| 11. Darlington | 25. Manchester St Johns | 39. Torquay |
| 12. Dartford | 26. Manchester Trafford | 40. Wisbech |
| 13. Exeter | 27. Middlesbrough | |
| 14. Fakenham Holt Road | 28. Milton Keynes | |

Statements of Support from Commissioners



29th April, 2024

To whom it may concern,

Anglia Community Eye Service (ACES)

I am writing on behalf of the Cambridgeshire and Peterborough Integrated Care System to provide a reference and support for Anglia Community Eye Services (ACES) with who we have worked since 2007.

Since 2007 we have been working with ACES, an independent provider of NHS Eye Services, supporting our aims of providing equity of access for our patients to high quality eye care in the community. ACES provides a range of NHS ophthalmology services, including cataract surgery, glaucoma care, oculoplastic procedures, and general ophthalmology services. The service provided by ACES has benefitted patients across Cambridgeshire and Peterborough. Over the years, tens of thousands of patients have received high quality care, reporting high levels of patient satisfaction and good clinical outcomes.

Having offered services to patients in the East of England since 2007, I understand ACES are expanding further across the UK with the aim supporting the NHS to tackle ophthalmology waiting times and offer patients more choice, with care closer to their homes.

ACES are committed to provide additional capacity and support to ICBs and NHS providers across the country. In Cambridgeshire and Peterborough, we have had a positive relationship with the ACES team and have been impressed by the way they have worked with us through the pandemic in what was a most challenging time for the NHS. The team have been straightforward to deal with and have continued to deliver the highest standard of clinical eye care, building and maintaining patients' trust.

If you would like to have any further information or learn more about the contracts we have in place with ACES, please do not hesitate to contact me.

Kind regards,

A handwritten signature in black ink, appearing to read 'Kyle Cliff'.

Kyle Cliff
Associate Director Contracts
Cambridgeshire and Peterborough Integrated Care Board



ACES

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ACES services are commissioned by ICBs across England.