



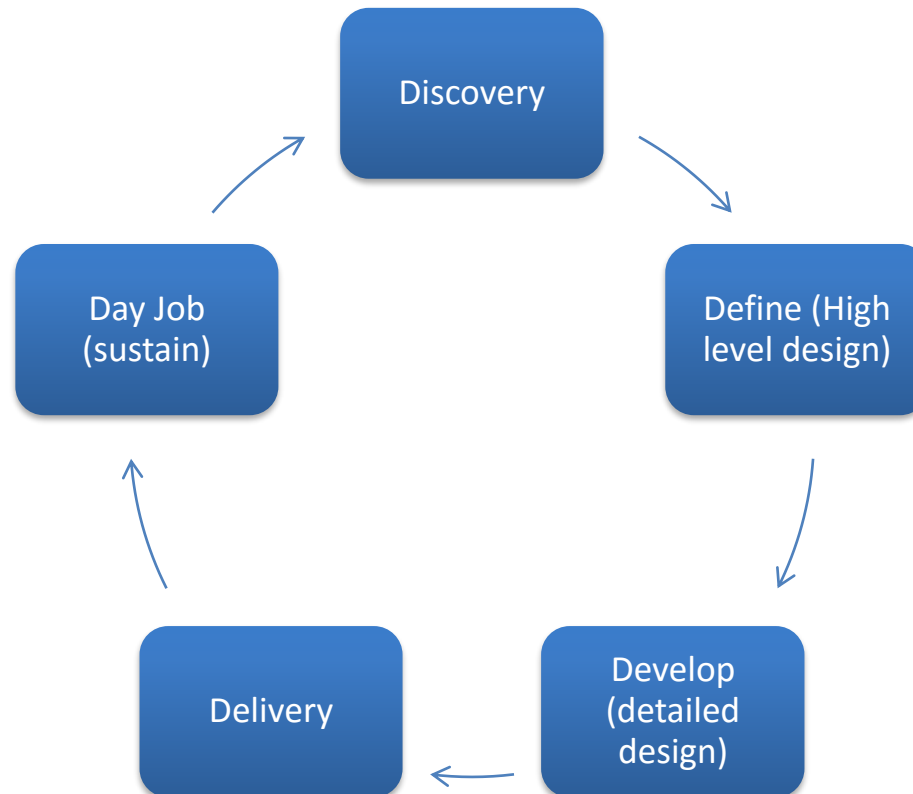
# **Immediate Solutions to Address Demand and Capacity Pressures in the Hospital Eye Service**

## **East Lancashire and Blackburn with Darwen Integrated Eye Service**

**Janet Edwards  
East Lancashire Hospitals NHS Trust**



# East Lancashire solution; Service Redesign





## Discovery; June '14

### HES

#### High demand & rising!

- Referral demand = circa 1200 patients
- Conversion rate for cataract at 40%
- Polling time for cataract = 11 weeks
- Max 8 patients in HES Cataract clinics
- 100% post cataract activity delivered in the HES

### Also

- GPs - limited equipment & expertise
- Optometrists – capacity not fully utilised nor linked to GPs or Ophthalmologists
- Specialist ophthalmology workforce - limited
- Referral pathways – uncertain; resulting in duplicate appointments and delays for hospital based treatment
- Less than optimal patient experience



# Define; co-design day event



**Thinking Innovatively**



**Designing the Best Service for Patients**



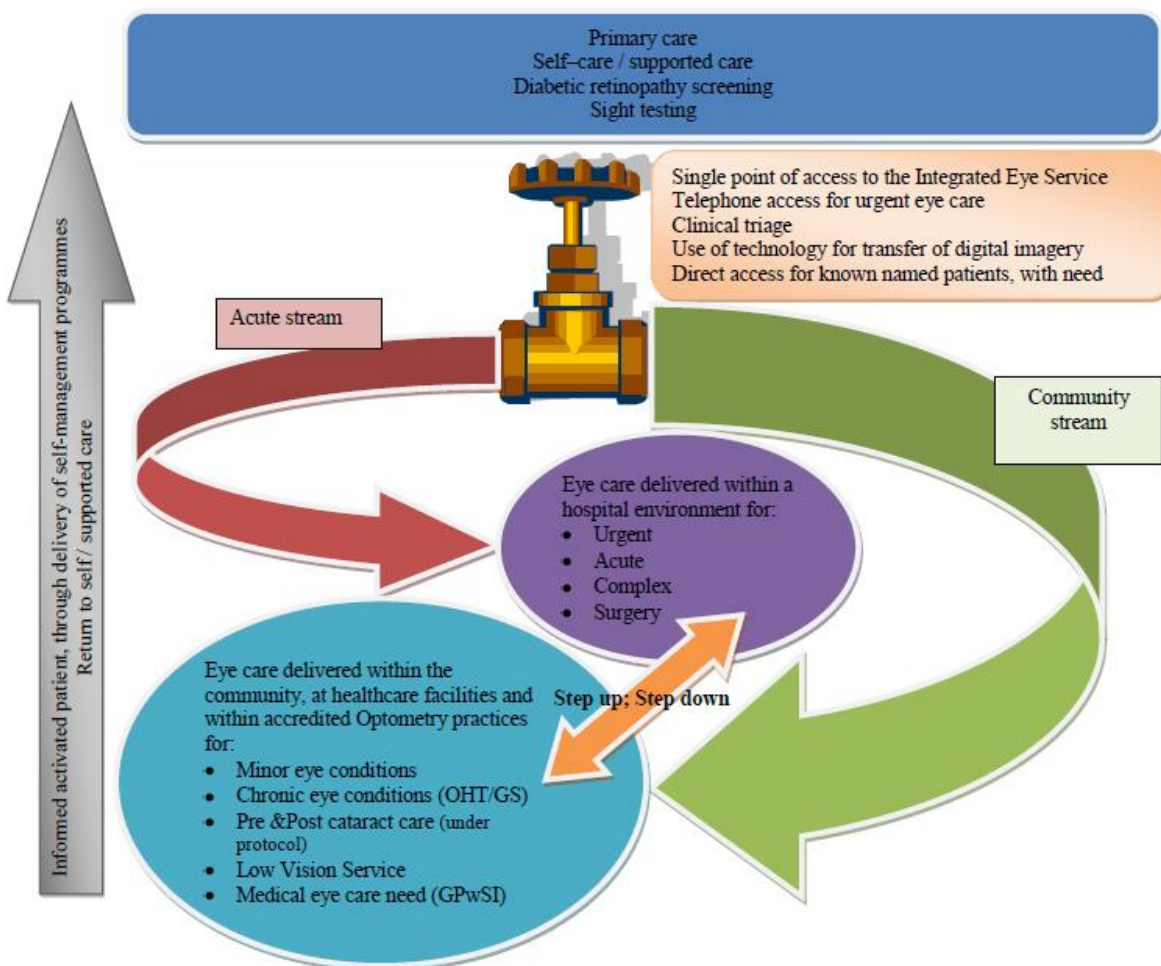
**Self-Care & Supporting Primary Care**



**Opportunity  
to improve  
processes**



## Develop; detailed design



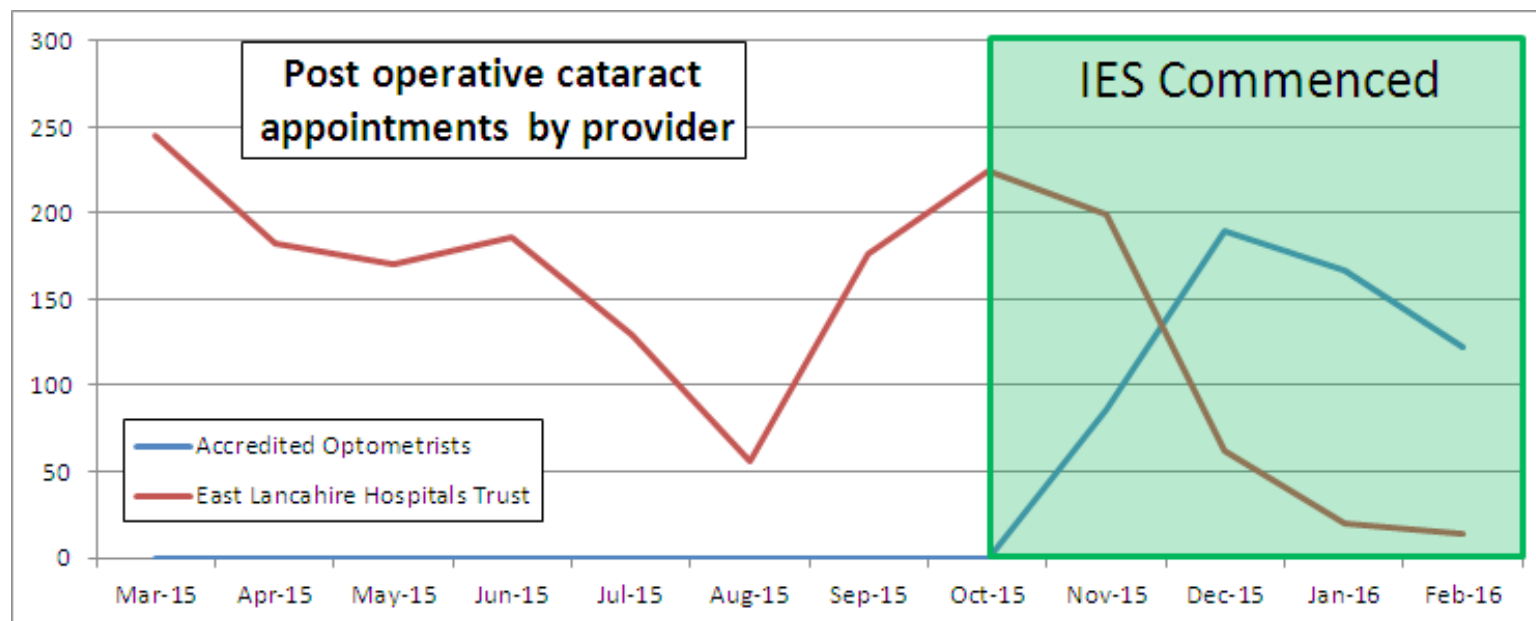
- Prime contractor model
- Robust governance
- Clinical leadership
- Trained and accredited optometrists
- Integrated IT system
- Integrated team (acute; community optoms; GPwSI; primary care)
- Education- other professionals & self-management
- Jointly developed protocols
- Smooth seamless integrated pathways



# Delivery; from October '15

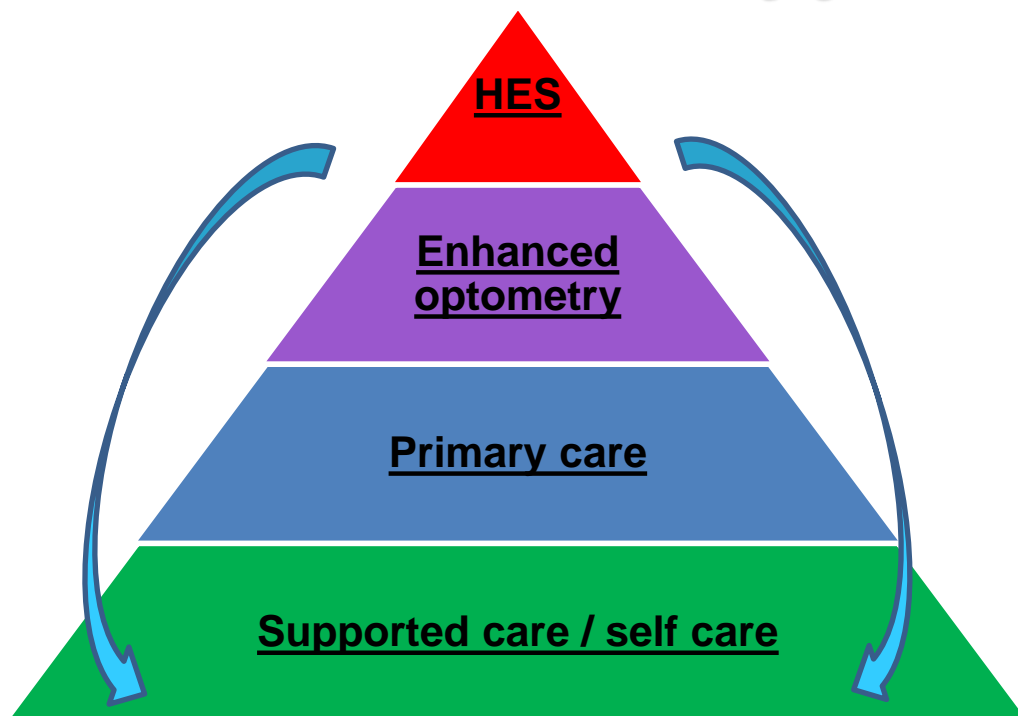
## So how are we doing?

- Reduced HES referral demand = circa 800 patients
- Improved conversion rate for cataract; now at 80%
- Shorter polling time for cataract = 5 weeks
- 50% increase in HES cataract O.P. activity (12 patients in clinic instead of 8)
- Some 95% post cataract demand now provided in the community

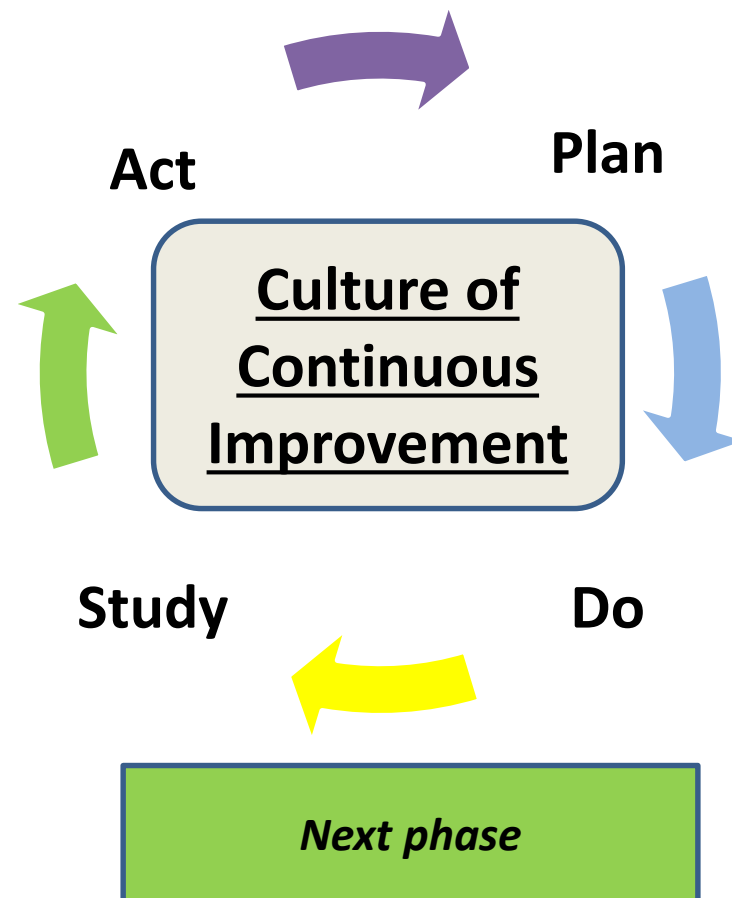




## Day job; sustain



***Stepped care model and Integrated team;  
each tier supports each other***







## Summary; golden thread



### Patient engagement at all stages

- Listen – survey & user experience
- Engage – co-design event & project membership
- Sound out change – user forums
- Respond to views – adjust plan, as required

Discovery

Day Job  
(sustain)

Define (High  
level design)

Delivery

Develop  
(detailed  
design)

***“as a patient we want health professionals to act as one team, even if they work in different locations or for different organisations. As a team they need to understand and respect each other’s roles”***





# Questions?

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