



Newmedica Quality Account 2025/26



Contents

Executive summary	5
About Newmedica	6
Managing Director's statement on quality	8
Medical Director's statement on clinical outcomes	9
Our 2025/26 key achievements in numbers	10
Supporting the NHS	12
Supporting integrated eyecare in England	16
Our governance – how we learn and continuously improve	20
Ensuring the care we deliver is safe	24
Clinical audit, outcomes and treatment	28
Patient experience	33
How we keep information safe	43
CQC inspections	44
Updates on our priorities for 2025/26	46
Our priorities for 2026/27	48
Our people	50
Our sustainability commitment	52
Our locations	59
ICB supporting statement	60

Executive summary

At Newmedica, our purpose is clear: to change lives through better sight and eye health, driven by our ambition to end avoidable sight loss in every community we serve.

During 2025/26, we've delivered safe, high-quality care at scale, supporting the NHS to reduce waiting times, improve access to treatment and meet growing demand for specialist ophthalmology services.

Quality and patient safety remain our defining priority.

Over the past year, we've enhanced our governance systems, embedded a robust, systems-based approach to learning, and ensured risks are identified early and managed effectively across all services.

Clinical outcomes continue to demonstrate excellence.

Our performance continues to meet, and better, national benchmarks, supported by comprehensive audit, real-time data and a commitment to evidence-based practice, while our services continue to evolve to meet increasing patient complexity.

Our people are central to our success.

Through continued investment in training, development and learning platforms, we're building a capable and sustainable workforce equipped to deliver consistently high standards of care. This was reflected in our most recent colleague engagement survey in which 84% of responders said we're a great place to work.

Working in partnership with the NHS

We continue to improve access, reduce health inequalities and deliver meaningful impact for the communities we serve.

Looking ahead, we remain focused on delivering safe, effective and accessible care, strengthening system partnerships, and driving continuous improvement in outcomes, experience and patient safety.



1. About Newmedica

Newmedica was founded on a simple but powerful belief: patients deserve exceptional care delivered with clinical excellence, compassion and innovation.

Today, nearly two decades on, we're one of England's leading providers of ophthalmology services, working in close partnership with the NHS to transform lives through better sight and eye health.

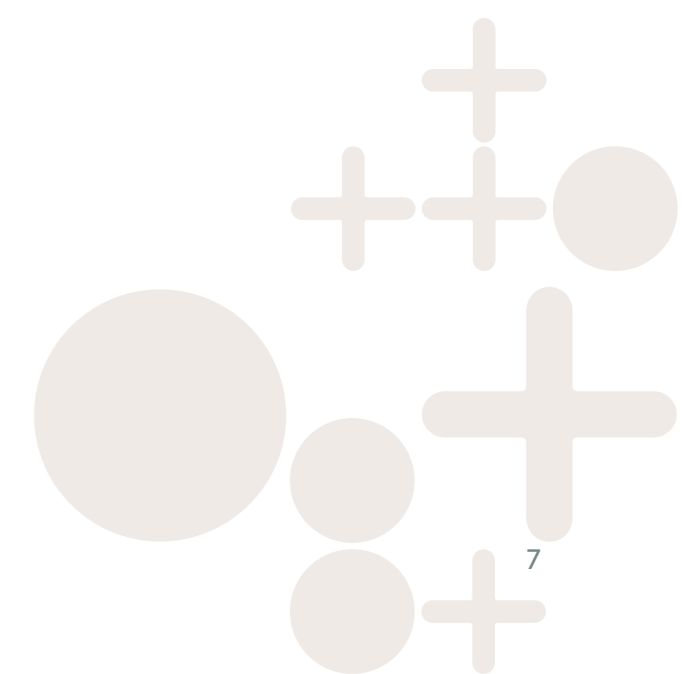
We operate 25 consultant-led services through locally owned Joint Venture Partnerships and managed services, delivering personalised, high-quality care rooted in the communities we serve. Across 28 Integrated Care Board and NHS Trust contracts, alongside private provision, we provide care at scale while maintaining a strong local focus.

Our model combines clinical leadership, strong governance and sustained investment in facilities and technology, enabling us to consistently deliver excellent outcomes and patient experience. This is reflected in some of the lowest complication rates in the sector and high levels of patient satisfaction.

We continue to play a pivotal role in supporting the wider healthcare system through close collaboration with NHS partners, including Health Boards in Wales, where we've enabled over 10,000 patients in Wales to access faster treatment, improving quality of life and making a meaningful contribution to reducing waiting list pressures.

Patient safety underpins everything we do. We invest in our people, train the next generation of clinicians and continuously enhance our systems, ensuring safe, effective and accessible care for every patient.

This commitment is reflected in our patient feedback, with 99.6%* of patients recommending our services.



2. Managing Director's

statement of quality

I'm proud to present our 2025/26 Quality Account, which reflects both what we've delivered over the past year, and the strength of Newmedica as a high-performing organisation committed to patient safety, clinical excellence and outstanding patient experience.

During 2025/26, we've continued to deliver high-quality care at scale, supporting over 344,000 patient interactions across more than 30 locations. In doing so, we have played a key role in reducing NHS waiting times, improving access to specialist ophthalmology services and meeting increasing demand.

We've also continued to evolve our services, expanding our focus on higher complexity pathways, including glaucoma and age-related macular degeneration, while maintaining high-quality, high-volume cataract care.

Quality and patient safety remain central to our approach. We've enhanced our governance systems, embedded a robust approach to learning and improvement, and enhanced our ability to provide real-time clinical oversight through digital innovation, including the continued development of OpenEyes.

Our commitment to continuous improvement is underpinned by investment in our people. Through the launch of EyeQ, our learning platform, and the continued development of our workforce, we're building capability across the organisation to meet increasing clinical complexity and demand.

I'm particularly proud that Newmedica has been recognised as one of the UK's Top 30 Best Workplaces™, reflecting the robustness of our culture and the engagement of our colleagues. This culture is fundamental to maintaining high standards of care and delivering consistently positive patient outcomes.

Looking ahead, we'll continue to work in close partnership with the NHS, focusing on improving access, reducing health inequalities and delivering safe, effective and high-quality care for every patient.

James Arrow
Managing Director



3. Medical Director's

statement on clinical outcomes

As Medical Director, I'm proud to report that Newmedica continues to deliver consistently high clinical outcomes, with performance that compares strongly with national benchmarks and provides clear assurance of the quality and safety of our care.

In cataract surgery, our posterior capsule rupture (PCR) rate remains at 0.3%, significantly below the national benchmark of 1.1%, reflecting the strength of our clinical practice and governance.

These outcomes are supported by a comprehensive audit programme and real-time clinical data through OpenEyes, enabling continuous monitoring, rapid identification of variation and timely improvement in practice.

Alongside sustaining excellent outcomes, we've continued to expand our clinical offer in response to patient need. This includes progress across glaucoma, medical retina and corneal services, alongside the introduction of innovative treatments such as selective laser trabeculoplasty and expansion of refractive services.

Our ability to maintain high standards while increasing clinical complexity is underpinned by sustained investment in our workforce, ensuring our teams are equipped with the expertise and capability required to deliver safe, effective care.

Overall, our outcomes provide strong assurance of the quality, safety and consistency of care delivered across Newmedica.

I'd like to thank our clinical teams for their continued professionalism and commitment to improving lives through better sight and eye health. As we look ahead, we'll continue to build on this strong foundation, adopting innovation and strengthening clinical practice to further improve outcomes for our patients.

Nigel Kirkpatrick
Medical Director



4. Our 2025/26 key achievements in numbers

Our services



This year, we've prioritised the sustainability, resilience and continuous improvement of our existing services, to create a strong foundation for future growth.

Our people

<p>Certified as a Great Place To Work®</p> <p>In the colleague engagement survey, where 84% of our workforce participated, 84% said we're a great place to work</p>	<p>97%</p> <p>of colleagues stated that when errors, near misses or incidents are reported, their service takes action to ensure that they don't happen again</p>	<p>93%</p> <p>of our team said that individuals who are involved in an error, near miss or incident are treated fairly</p>	<p>99%</p> <p>colleagues stated their service encourages them to report errors, near misses or incidents</p>
<p>6</p> <p>colleagues completed our internal scrub technician and ophthalmic technician programmes</p>	<p>51</p> <p>colleagues took part in Aspire and Ascend, our internal management development programmes</p>	<p>153</p> <p>consultant-led continuing professional development (CPD) events attended by</p> <p>3,605</p> <p>clinicians</p>	<p>160</p> <p>pre-registration optometrists in developing new skills</p>
<p>81.7%</p> <p>of colleagues (permanent and bank) have engaged with eyeQ, our new learning experience platform.</p>	<p>25</p> <p>colleagues completed our In Service Trainer course and 10 completed a Personal Effectiveness course which was new in 2025</p>		

<p>1,943</p> <p>patient compliments across all our services</p>	<p>13,342</p> <p>wet age-related macular degeneration (AMD) interactions across our services</p>	<p>20</p> <p>resident doctor training placements taken up</p>	<p>29,120</p> <p>patients treated for glaucoma across more than 40,000 interactions</p>
---	--	---	---

Our patients

<p>344,383</p> <p>patient interactions including outpatient appointments, diagnostic testing and eye surgery</p>	<p>0.3%</p> <p>Our surgery complication rate is</p>	<p>99.6%</p> <p>of our patients say they'd recommend us to their family and friends</p>	<p>98.8%</p> <p>of patients said they were involved with decisions about their care</p>
<p>97%</p> <p>of Google reviews were four or five-star rated</p>	<p>4.92</p> <p>Doctify score from 1,987 reviews</p>	<p>99.7%</p> <p>of our patients stated they were treated with dignity and respect</p>	<p>99.7%</p> <p>of surgical cases completed without a posterior capsule rupture (PCR) is a key quality marker in ophthalmology</p>
<p>56,538</p> <p>responses to our friends and family test, averaging</p>	<p>4,711</p> <p>responses per month</p>		

We play an active role in developing the wider eyecare workforce, building capability and collaboration across the sector. During 2025/26, we contributed to national conferences sharing expertise and supporting professional learning.

We also delivered a programme of CPD activities for optometrists and clinical teams, alongside partnerships with organisations such as the NHS Confederation.

5. Supporting the NHS

For 19 years, we've worked in partnership with the NHS, delivering high-quality ophthalmology services at scale and with impact. Our NHS footprint now spans 28 Integrated Care Board contracts across England, alongside three direct NHS Trust contracts supporting waiting list reduction, and five Health Board contracts in Wales, providing care for more than 10,000 patients. This breadth of partnership reflects sustained confidence in our clinical quality, operational reliability and ability to support the NHS in meeting patient needs.

Our experience of commissioning Newmedica to deliver outsourced cataract activity indicates that the service operates within a well coordinated and clearly defined pathway that supports continuity of care. Patient feedback to date has been consistently positive, with many individuals able to complete both their pre operative assessment and subsequent procedure within the same provider pathway. This model appears to contribute to a stable and reliable patient experience.

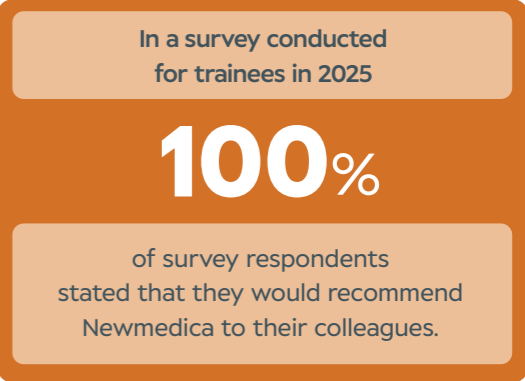
Betsi Cadwaladr, Head of Health Care Contracts, University Health Board, where we've treated 3,699 patients and held 6,997 appointments, largely for patients who required cataract surgery.

We have worked closely with Newmedica over the course of 2025/26, recognising their support in easing pressures within NHS elective care by providing a variety of high quality, safe surgical ophthalmology procedures.

Sally Roberts Birmingham and Solihull Integrated Care Board.

Doctors in training

We continue to support the NHS to deliver training to trainee ophthalmologists. Between February 2025 and January 2026, we hosted or continued placements for 20 doctors in training across 15 services. A further eight doctors have commenced placements during the February 2026 rotation. In total, we've hosted 100 placements since 2021.



Feedback from resident doctors includes:

A fantastic unit to work at, with an amazing team of doctors, nurses, theatre practitioners, optoms and admin staff. Thank you for a great experience!

Newmedica Newcastle

Mr Robins was an excellent trainer.

Newmedica Northampton

Good rotation with very supportive supervisor and team.

Newmedica Birmingham

Qasim Mansoor, Clinical Director Newmedica Teesside, outlines our approach to training and sharing best practice.

“Our work has gone beyond local training programmes to influence national practice, with peer-reviewed research, published training models and outcome data demonstrating that trainees working within Newmedica achieve surgical results comparable to national standards.

This growing body of evidence has contributed to wider policy discussions and helped establish Newmedica as one of England’s leading independent sector providers of cataract training, as recognised by the Royal College of Ophthalmologists.

Our trainees are also actively contributing to the profession, publishing in national journals and presenting at major conferences, reflecting a strong culture of learning, reflection and clinical excellence.

Ultimately, the impact of this work extends far beyond our organisation. Every surgeon trained within Newmedica goes on to deliver high-quality care to patients throughout their career, contributing to improved outcomes and increased capacity across the wider healthcare system.”

External partnerships

Nine of our services work in partnership with universities and colleges supporting the development of the future healthcare workforce by hosting student placements for under and postgraduates in nursing, optometry, medicine and T Levels.

We’re delighted to work with establishments including:

- Anglia Ruskin University
- Aston University
- Counties Medical School
- Gateshead College
- Teesside University
- University of Bristol
- University of Gloucestershire
- University of Plymouth
- University of Winchester
- University of Worcester
- Worcester Sixth Form College

‘I really enjoyed my time on placement with you all, the whole team was so welcoming and supportive, and I felt like I learned a lot in a short space of time. It was a great environment to grow in, and I’m very grateful for the experience. I truly appreciated the support throughout my placement.’

A student nurse on placement at Newmedica Hampshire

Our partnership with Gateshead College in Newcastle has become a strong example of how we’re supporting the development of the future healthcare workforce.

Duncan Gear, Head of Clinical Services said:

‘Through structured clinical placements, T Level students gain hands-on experience within our services, supported by dedicated training and mentorship. This approach helps build practical skills, confidence and a deeper understanding of patient care in a real clinical environment.’

‘The partnership has continued to evolve, expanding to include media and film students, who have explored and showcased the impact of this collaboration through a documentary project.’

‘This work strengthens links between education and healthcare while supporting the development of a skilled, work-ready workforce. By providing early exposure to clinical practice, we’re helping to shape the next generation of healthcare professionals and support the long-term sustainability of the system.’

6. Supporting integrated eyecare in England

We're committed to improving integration between primary and secondary care, working in partnership with community optometry to deliver safe, high-quality care closer to home.

Innovating care

During 2025/26, we improved our clinical offer through the introduction of innovative treatments and expanded specialist pathways, improving patient choice and access to care. New treatments, including Valeda photobiomodulation for dry age-related macular degeneration and ELIOS laser for glaucoma, have been introduced through a structured process of pilot, evaluation and clinical review, ensuring safety, effectiveness and consistent outcomes prior to wider rollout.

Working with community optometrists

Collaboration with community optometrists remains central to this approach. Through our accredited post-operative scheme, patients can choose to have routine follow-up care delivered by their local optometrist, improving convenience, continuity and access to care closer to home.

This model supports a more integrated pathway, enabling specialist services to focus on higher complexity care while enhancing capacity across the wider system.

Supporting education and training for optometrists

Between March 2025 and February 2026, we delivered 153 continuing professional development (CPD) events for primary care optometry clinicians across the country, involving 3,605 attendees.

These highly interactive events covered a broad range of topics including patient communication, referral and management decisions using clinical cases to support learning that can be directly applied to practice.

Overall feedback on the quality of the events, presenters and usefulness to practice averaged 95% across all events.

Some examples of our CPD sessions and delegate feedback:

Seeing eye to eye – overcoming challenges in patient care

'Very useful. These are subjects which we're discussing with patients on an almost daily basis.'

Nottingham, February 2026

'Really helpful and useful for practice and updates in SLT and MIGS.'

Welwyn Garden City, May 2025

Intraocular lens choice – weighing up the options

'Definitely relatable and useful content was delivered on managing patients' expectations and being able to understand the cataract journey. This information can be used in practice in creating the best experience for patients.'

Bradford, August 2025



Supporting integrated eyecare in England...cont

Our services play a vital role in developing the future optometry workforce. During 2025/26, we supported around **160 pre-registration optometrists** through structured clinical placements, providing hands-on experience across outpatient, diagnostic and theatre settings.

These placements expose trainees to a wide range of conditions, including cataract, glaucoma and age-related macular degeneration (AMD), and provide insight into the full patient pathway from assessment through to treatment and discharge.

This experience builds confidence, strengthens clinical understanding and equips optometrists to better support patients in primary care. It also supports a more integrated pathway by improving referral quality and enhancing collaboration between primary and secondary care.

Independent prescribers programme

We supported eight optometrists with their Independent Prescribing (IP) placement. We're now supporting 100 optometrists through their (IP) placements, delivered across 16 services.

IP trainees are progressing through their programmes at different stages, which means placement completions are staggered throughout the year. This ensures a smooth learning experience and helps us continue offering high quality clinical development opportunities.

Newmedica Birmingham recently supported Harpreet Bhara, Optometrist Director at Specsavers Canley and Cheylesmore, with her IP placement. Harpreet shared some feedback about her experience.

“ *I became aware of the opportunity to undertake an Independent Prescribing (IP) placement with Newmedica through a fellow optometrist who'd previously completed their placement with them. With the course structure recently updated following a General Optical Council (GOC) review, placements now require active clinical management and prescribing under supervision across several weeks. Newmedica was incredibly flexible in helping me achieve this balance, ensuring I could gain meaningful hands-on experience. Communication throughout has been brilliant, and I've felt fully supported from start to finish.*

Newmedica Birmingham really felt like a home away from home. The entire team was so welcoming and genuinely wanted me to get the most out of my experience. The consultants I worked alongside went above and beyond to ensure each clinic session was a valuable learning opportunity, even exploring topics outside of IP that would strengthen my broader clinical practice. **”**

Harpreet Bhara

7. Our governance, how we learn and continuously improve

At Newmedica, our governance framework provides clear oversight of quality, safety and performance across all services, supporting both local and Board-level assurance.

We maintain a strong organisational focus on learning and continuous improvement, ensuring that insight from patient experience, safety events and clinical practice is used to drive meaningful change.

'I continue to enjoy my connection and involvement with Newmedica. I've had an excellent experience recently as a patient at Newmedica Norwich, when I had YAG laser treatment for posterior capsule opacification. I received an appointment very soon after my referral. Everything was thoroughly explained, the treatment experience was very comfortable, and the outcome was brilliant. Both as a patient and as a Patient Safety Partner, I am proud to be an enthusiastic advocate for Newmedica.'

Patient Safety Partner

A culture of learning

Learning is central to how we improve. We've continued to amplify this through:

- A regularly updated Learning Handbook, bringing together insights from incidents, patient feedback and service innovation
- Monthly All Stop Days, enabling teams to reflect, share learning and embed improvements locally
- Patient stories at the start of Board and governance meetings, ensuring decision-making is grounded in lived experience.

This approach ensures learning is consistent, visible and translated into practical improvements across our services.

Governance structure and oversight

Our governance arrangements promote transparency, accountability and clear escalation of risk:

- Integrated governance reporting provides a system-wide view of quality, safety, patient experience and clinical outcomes
- Statistical Process Control (SPC) is used to identify variation and emerging risks early
- Reporting has been strengthened at both organisational and service level, supporting local ownership of improvement.

This enables effective triangulation of data and supports timely, evidence-based decision-making.

Medical governance

We maintain robust clinical governance processes to support safe and high-quality care:

- All consultants undergo annual appraisal, with external validation providing further assurance
- A comprehensive review of NICE guidance ensured continued alignment with national standards
- Compliance with key clinical pathways, including wet age-related macular degeneration (AMD) treatment, is maintained through clinical oversight and governance controls.

NICE

We maintain a robust, organisation-wide approach to compliance with all NICE guidance relating to our sub-specialities, ensuring care is consistently aligned with national standards and evidence-based practice.

During 2025/26, a comprehensive review of relevant NICE guidance was completed, with clinical oversight from consultant subject matter experts to ensure appropriate implementation across all services.

All services delivering anti-VEGF treatment for wet age-related macular degeneration (AMD) remained fully compliant with NICE guidance. This included the safe and effective transition to approved biosimilar treatments where clinically appropriate, supporting high-quality patient care alongside responsible use of NHS resources.

Ongoing oversight through the Medical Advisory Committee ensures continued compliance, consistency and assurance across our clinical pathways.

Risk

In 2025/26, we further embedded a proactive approach to risk management:

- Full utilisation of our governance system has improved the quality and visibility of risk intelligence
- A Risk Maturity Assessment established a baseline and informed organisational priorities
- Our Principal and Emerging Risk Register has been refreshed to improve Board oversight
- Targeted training and risk-based site visits have strengthened capability across the organisation.

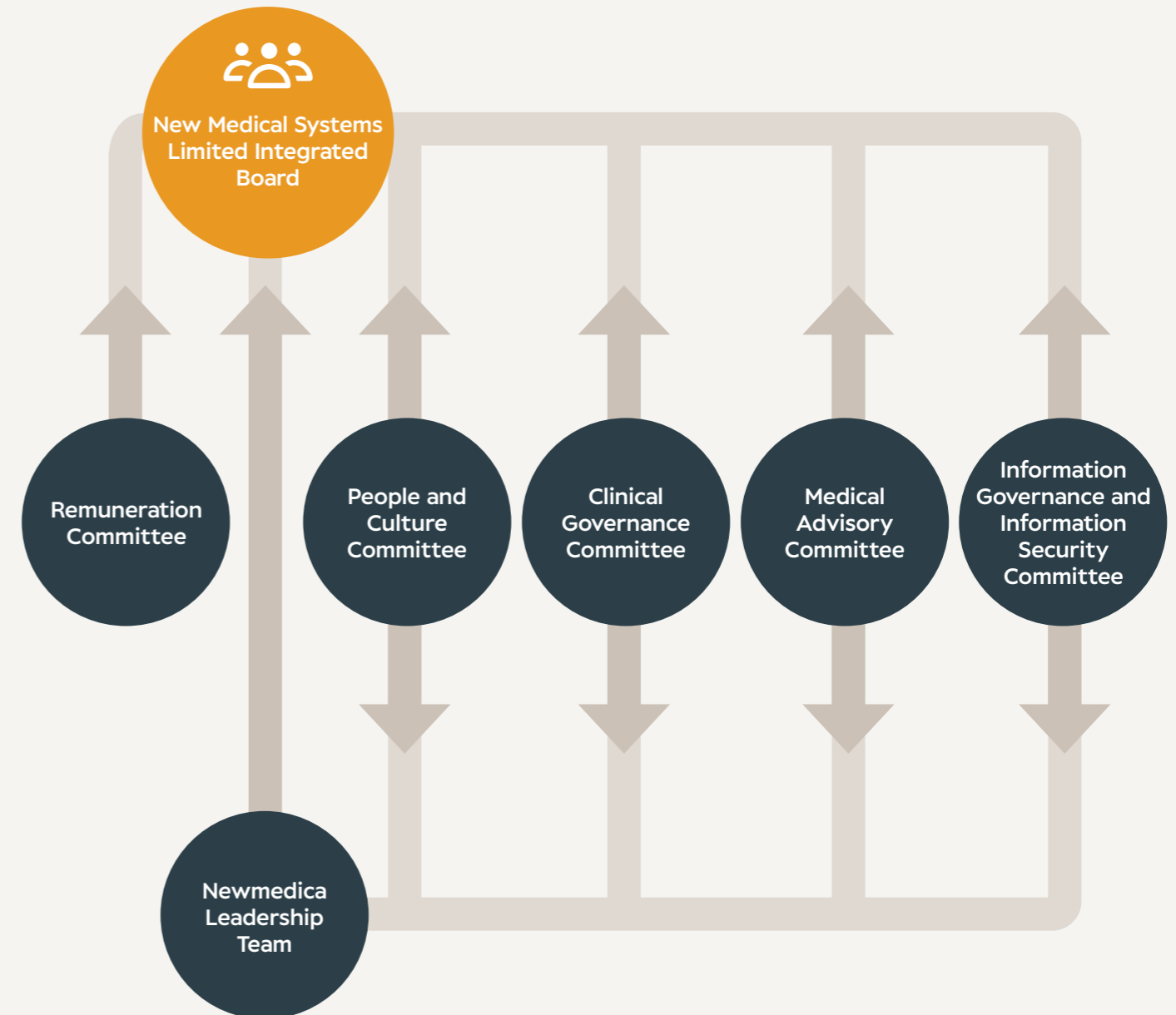
Risk reporting to governance committees has also been enhanced, with clearer analysis and defined actions.

Integrated governance reporting

Over the past year, the Integrated Governance Report has been further refined and embedded to support a more, system-wide view of quality, risk and performance.

The report brings together key intelligence across patient safety, patient experience, clinical outcomes and assurance activity, using trend analysis and Statistical Process Control methodology to support early identification of emerging clinical risks, unwarranted variation and areas for improvement. It provides a consistent, evidence-based view of organisational performance and supports triangulation across multiple quality domains.

During 2025/26, this approach has been used to further improve governance oversight at organisational and board level and to support assurance to commissioners. As such, the Integrated Governance Report has now been extended to service level, ensuring the same insights are available locally to support continuous improvement and patient safety across all services.



8. Ensuring the care we deliver is safe

Patient safety

Patient safety is our top priority. We foster a culture of openness, honesty and learning – and we're transparent with patients and families when things go wrong, using every event to reduce avoidable harm and elevate care.

We continue to invest in patient safety capability across the organisation, including colleagues undertaking the NHS Patient Safety Syllabus (Levels 3 and 4), building our expertise in recognising risk and designing sustainable improvements.

A systems-based approach to learning

Since adopting and embedding Patient Safety Incident Response Framework, we have made significant progress in building a consistent, systems-based approach to learning from patient safety events. Two years on, we continue to develop Learning Response Leads, refine our tools and documentation, and support high-quality investigation and learning across services.

A strong reporting culture

Our governance, risk and assurance platform (Healthcare Guardian) improves our ability to triangulate safety and quality intelligence in real time. In 2025/26, 3,388 incidents were reported; 75.2% resulted in no or low harm, demonstrating a mature reporting culture where colleagues raise concerns early and share learning before harm occurs.

We also contribute to the national Learning from Patient Safety Events (LFPSE) service, supporting the wider NHS to identify and respond to emerging safety risks.

Patient Safety Survey

During 2025/26, we carried out our third Patient Safety Survey to understand colleague views on speaking up, learning from incidents and organisational responsiveness. More than half of the workforce responded to the survey, offering strong and meaningful insight into our safety culture.

Results show a consistently positive culture, with particularly strong scores for openness, learning and patient-centred care:

- 99% said we encourage reporting of errors, near misses and incidents
- 97% said action is taken when incidents are reported to prevent them happening again
- 93% said staff involved in incidents are treated fairly (reinforcing a just and learning culture)
- 94% would feel secure raising concerns about unsafe clinical practice; 95% know the routes to do so
- 98% agreed that patient care is the top priority
- 99% agreed we act on concerns raised by patients.

We also recognise that psychological safety requires continuous attention – 90% said they feel safe to speak up about concerns, a strong result, and a clear opportunity to strengthen confidence further.

In the next year we'll build on this through visible leadership, championing Freedom to Speak Up arrangements, sharing learning from incidents, and supporting local teams to maintain open, supportive and psychologically safe environments.

Overall, 98% of colleagues rated our patient safety culture positively, and 98% would recommend Newmedica as both a place to work and receive treatment, providing strong assurance in our culture and commitment to safe, high-quality care.

Patient safety survey

Question	Result
Q1. Staff said their organisation treats staff who are involved in an error, near miss or incident fairly	93%
Q2. Staff said their organisation encourages staff to report errors, near misses or incidents	99%
Q3. Staff said that when errors, near misses or incidents are reported, their organisation takes action to ensure that they don't happen again	97%
Q4. Staff said that they're given feedback about changes made in response to reported errors, near misses and incidents	94%
Q5. Staff said they would feel secure raising concerns about unsafe clinical practice	94%
Q6. Staff knew the different routes to use to raise concerns	95%
Q7. Staff said they were confident that their organisation would address their concern	93%
Q8. Staff said that care of patients or service users is their organisation's top priority	98%
Q9. Staff agree that their organisation acts on concerns raised by patients or services users	99%
Q10. Staff said they feel safe to speak up about anything that concerns them in the organisation	90%
Q11. Overall percentage of staff rating patient safety reporting culture 4 or 5 stars	98%
Q12. Staff recommend the organisation as a place to work and receive treatment	98%

Freedom to speak up

We actively promote a culture where colleagues feel safe and confident to speak up, recognising the vital role this plays in improving patient safety and service quality.

During 2025/26, we strengthened our Freedom to Speak Up (FTSU) approach by further raising awareness across the organisation, expanding our network of national Guardians, and ensuring every service has a local FTSU Champion to provide accessible, on-the-ground support.

This commitment is reinforced through our Freedom to Speak Up Charter, visibly displayed across all services, promoting an open and inclusive culture where colleagues feel heard and valued.

Over the next year, we'll further strengthen our approach through the introduction of the Safecall system, providing an additional, independent channel for colleagues to raise concerns. This will enhance our existing arrangements, ensuring all concerns are raised, heard and acted upon promptly and effectively.

Duty of candour

Openness and transparency are central to how we care for patients and learn as an organisation. Through our duty of candour processes, we ensure patients and families are informed, supported and involved when things go wrong.

We actively involve patients and families in learning from safety events, including participation in forums such as All Stop Days, ensuring improvement is grounded in lived experience.

This approach reinforces trust and ensures that learning leads to meaningful change, improving patient safety, experience and the quality of care across our services.

WHO surgical safety checklist for cataract surgery

During 2025/26, we undertook a major redesign of the WHO surgical safety checklist for cataract surgery, strengthening surgical safety, improving human factors and reducing the risk of avoidable harm.

Using a risk-based, multidisciplinary approach informed by incident data, audit findings and frontline feedback, we identified variation and inefficiencies in the existing process and redesigned the checklist to better align with ophthalmic workflows and clinical risk. The revised checklist introduced clearer structure, standardised prompts and stronger emphasis on critical safety pause points, improving communication, situational awareness and team accountability within theatres.

This resulted in a significant improvement in compliance, which increased from 94% to 99.7%, alongside improved colleague confidence in the checklist as an effective patient safety tool.

Infection prevention and control

We maintain a robust approach to infection prevention and control (IPC), with a strong focus on monitoring risk, reducing harm and ensuring safe clinical environments.

During 2025/26, 79 IPC-related incidents were reported, accounting for 0.02% of all incidents. These were reviewed to identify learning and drive targeted improvements. A key focus this year has been reducing endophthalmitis. Ten cases were reported, representing an incidence rate of 0.01%, a reduction from 0.03% in the previous year. This improvement followed a detailed thematic review and the implementation of a targeted Endophthalmitis Prevention Action Plan.

We also further improved clinical practice and assurance through the implementation of Aseptic Non-Touch Technique (ANTT) across all services, supported by formal competency assessment and oversight. This contributed to IPC audit compliance improving from 85% to 97.4%.

Environmental standards were further supported through a cleaning efficacy audit aligned to national standards, with targeted improvement plans in place for 2026/27. Together, these measures demonstrate a strong, data-driven approach to IPC, with clear improvements in compliance, reduced infection risk and ongoing focus on continuous improvement.

Safeguarding

Safeguarding is a fundamental priority, and we take our responsibility to protect vulnerable adults and children seriously. We ensure concerns are recognised early and responded to promptly, proportionately and compassionately.

We support colleagues to confidently identify and act on safeguarding concerns, ensuring clear escalation pathways and a strong culture of accountability across all services.

This is reinforced through regular safeguarding supervision for Level 3 and 4 trained staff, providing structured time for reflection, learning and professional development.

Together, these measures strengthen safeguarding practice across the organisation and ensure the safety and wellbeing of vulnerable people remain central to the care we provide.

Medicines management

Medicines safety remains a key focus, with 163 incidents reported in 2025/26 (4.3% of all incidents), representing a reduction from the previous year and demonstrating continued progress in oversight and risk management.

During the year, we refined our approach through updated medicines audits aligned to current practice and national standards, providing a robust framework for assurance.

Looking ahead, we'll further enhance medicines safety through a comprehensive review of processes and guidance, targeted training delivered in collaboration with our pharmacists, and the introduction of a dedicated lead pharmacist role.

Bringing the medicines audit process in-house will strengthen our ability to identify trends, respond quickly to risk and embed continuous improvement across all services.

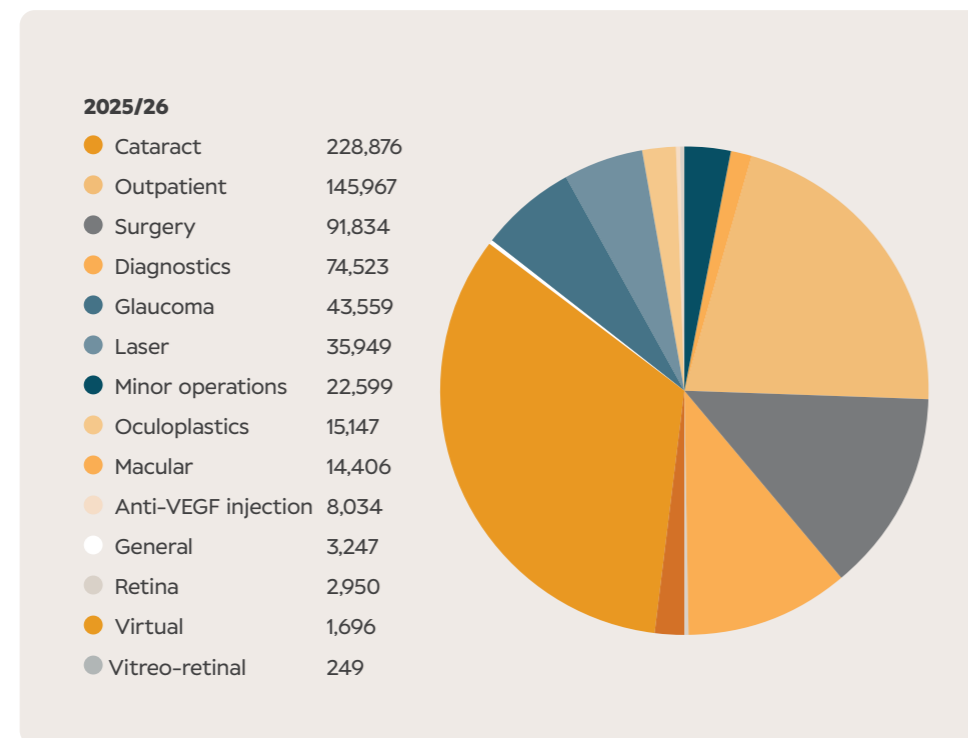
Together, these measures support a proactive, system-wide approach to medicines safety, ensuring consistent, high-quality practice and reduced risk of harm.

9. Clinical audit, outcomes and treatment

We're committed to delivering safe, effective and highly personalised care, consistently achieving exceptional clinical standards.

This dedication is reflected in our complication rates, which remain significantly lower than the national average, and our clinical outcomes, which consistently exceed national benchmarks. By maintaining rigorous quality assurance, evidence-based practices and continuous innovation, we ensure that patients receive the highest level of care and optimal outcomes.

In 2025/26 we treated the following number of interactions by condition across England (344,383):



Our recent audit data shows an endophthalmitis rate of **0.01%**. This figure reflects the percentage of Newmedica patients presenting with a clinical diagnosis of endophthalmitis post-operatively.

Cataract surgery stats

A post-operative visual acuity of 6/12 or better (including patients with co-pathology):	Results within +/- 1.00D of predicted target refraction:	Surgery completed without complication of posterior capsule rupture (PCR):
95.9%	92.8%	99.7%
National standards set by Royal College of Ophthalmologists: =/>91.8%	National standards set by Royal College of Ophthalmologists =/>85%	National standards set by Royal College of Ophthalmologists =/>98.9%

Clinical excellence

Clinical excellence, transparency and continuous improvement remain central to how we deliver care across our network. In 2025/26, this commitment was reflected not only in our outcomes, but in our openness about how we learn from complications and strengthen our services.

Most of our consultant ophthalmologists are listed on the General Medical Council's Specialist Register, ensuring patients are treated by highly qualified clinicians with specialist expertise.

We've continued to invest in advanced surgical capability, including vitreo-retinal (VR) surgery, expanding access to specialist care across our network. This enables more patients to receive high-quality treatment closer to home, supported by consistent clinical standards and a focus on safety and outcomes.

Clinical audits

We're committed to clinical excellence and transparency in cataract surgery outcomes, supported through participation in the National Ophthalmology Dataset, administered by the Royal College of Ophthalmologists. This enables benchmarking against national standards, including key indicators such as posterior capsule rupture (PCR) rates.

Data for the 2024/25 audit has been compiled and submitted, ensuring continued external validation of our clinical performance and outcomes.

In 2025/26, we also rolled out OpenEyes, a specialist ophthalmology electronic patient record system. This strengthens real-time monitoring of clinical outcomes, improves data quality, and enhances our ability to support audit, assurance and continuous improvement across all services.

Process audits

During 2025/26, we maintained a comprehensive programme of process audits to provide assurance on compliance with organisational policies, national standards and safe clinical practice.

High levels of compliance were demonstrated across key areas, including:

- WHO surgical safety checklist (cataract): 99.7% (up from 94%)
- WHO checklist (oculoplastics): 98.5%
- Consent: 99.6%
- Hand hygiene: 99%
- Theatre scrub: 99.7%
- Decontamination: 99.2%.

Where improvement opportunities were identified, targeted actions were implemented locally and monitored through governance structures to support sustained improvement.

We'll continue to strengthen audit processes, data visibility and standardisation across services during 2026/27.

Title	Monthly	Quarterly	Bi-annually	Annually	Average throughout the year
WHO checklist for cataract	●				99.7%
WHO checklist for oculoplastics	●				98.5%
Consent		●			99.6%
Infection prevention			●		97.4%
Hand hygiene	●				99%
Resus preparedness	●				96.6%
Theatre scrub		●			99.7%
Decontamination		●			99.2%
Health and safety				●	96.2%
Equality access				●	97.4%
Information security				●	98.3%
Fire safety				●	96.5%

National clinical leads

With a strong commitment to continuous learning and innovation, ensuring we remain at the forefront of delivering high-quality patient care, we've appointed a clinical lead for each treatment pathway.

Our clinical leads are:

- Mr Ayad Shafiq, cataracts
- Mr Richard Stead, glaucoma
- Mr Jamie Young, oculoplastics

Clinical leads are responsible for supporting the review of pathway delivery and efficiency, horizon scanning for emerging best practice and innovation, and working closely with the support office to ensure consistent, high-quality pathway delivery across the organisation.

Clinical coding audits

We successfully passed an independent clinical coding audit in 2026, achieving 'Standard Exceeded' in all assessment categories.

This provides strong external assurance of the quality and accuracy of our clinical coding and reflects the robustness of our technology-enabled approach.

We'll continue to build on this by implementing audit recommendations and further enhancing our coding systems, supporting high-quality data, robust reporting and improved patient care.

'The quality account reflects high standards in ophthalmology services, with strong clinical outcomes, a positive patient safety culture, and a clear focus on ongoing learning and improvement. The ICB also notes its contribution to reducing NHS waiting times, attention to complex pathways, effective safeguarding arrangements, and generally positive feedback from patients and carers.'

Simon Trickett, Herefordshire and Worcestershire ICB:





10. Patient experience

We're committed to delivering care that is not only clinically excellent, but also compassionate, responsive and centred on individual patient needs.

We actively seek and use feedback from patients, carers and families to continuously improve our services.

Our surgical centres are designed to be welcoming, accessible and supportive, with features such as free parking, patient transport and clear wayfinding to improve the overall experience.

Patients receive 24/7 post-operative clinical support, including proactive follow-up and access to clinical advice where needed.

Our **Power of Personal** philosophy underpins this approach, ensuring care is tailored to individual needs, with clear communication, personalised support and time for meaningful conversations.

In line with the Accessible Information Standard, we provide clear, personalised information to all patients, including those with communication needs.

We've partnered with Warwickshire Vision Support since 2015 to provide patients in the county with both high-quality ophthalmology care and vital emotional and practical support following sight loss diagnoses. Based within a Nuneaton GP surgery, the service focuses particularly on conditions such as age-related macular degeneration, with Specialist Eye Clinic Liaison Officers (ECLOs) working alongside clinical teams to help predominantly older patients understand their diagnosis, access support services, and manage the impact on their daily lives.

Through this collaboration, patients benefit from continuous, holistic support, from treatment through to long-term rehabilitation and wellbeing, ensuring they're not navigating sight loss alone.

ECLO Del Hobden says the partnership has evolved over time:

'Patients get outstanding medical treatment as well as additional support from us.'

Patient story

Patient Focus

Josh's journey to clear sight after cataract surgery at 23

Josh, a 23-year-old student from Newcastle, had his sight restored after having cataract surgery at Newmedica Newcastle.

His story is particularly unusual because the average age for people having cataracts is generally in the 70s or 80s.

Just ahead of his 23rd birthday, and after he'd started to use a stronger steroid cream to treat his eczema, Josh woke one morning to find that one of his eyes was blurry.

He initially thought his eye was just strained, but when his blurry vision became worse, he started to grow concerned. Josh booked an appointment to see an optician and, from there, chose to have his treatment with Newmedica.

Gerard Ainsworth, Consultant Ophthalmologist and Clinical Partner at Newcastle, said:

'Cataracts can be a rare side-effect of strong steroid treatment, but it's still very unusual to perform cataract surgery on someone as young as Josh. He's certainly the youngest patient we've had at Newmedica Newcastle.'

Ahead of the surgery, Josh was nervous but said: 'The thought of it was daunting, but I didn't want to leave it to get worse. Also, my grandma had recently had cataract surgery, and she reassured me that it wasn't anything to worry about.'

'My initial appointment at Newmedica ran really smoothly. The staff were all friendly and took the time to ensure each step of the process was thoroughly explained to me. I also got to see the lens the surgeon was putting in my eye, which really helped me to understand what was about to happen.'

'In the days following the surgery, my sight began to improve and the surgeon was even able to reduce the astigmatism in my eye during the procedure.'

'Now I'm about to start phototherapy for my eczema, I hopefully shouldn't be at risk of developing a cataract in my other eye. But if I ever did need surgery, I know that my grandma was right – it isn't anything to worry about.'

Patient complaints

We operate a structured three-stage complaints process, ensuring concerns are addressed promptly and fairly.

During 2025/26:

- 256 complaints were received
- 254 were resolved locally
- Two cases progressed to independent review.

Every complaint is treated as an opportunity to learn. Insights are shared across teams and used to strengthen patient safety, experience and service delivery.

Patient compliments

We actively record and share compliments to recognise excellence and reinforce good practice across the organisation.

During the year, we received over 1,900 compliments, reflecting the consistent quality, compassion and professionalism of our teams.

Patient quotes

“ *I would like you to pass on to all concerned my very grateful thanks for the kind and efficient treatment at my appointment. From a warm welcome at reception, to the eye test and then the laser treatment (which I had assumed would have required a separate booking). I was treated with consideration, friendly kindness and professional efficiency. I hadn't been at all sure that laser treatment would have solved my eyesight problems but within 24 hours I could see better than I have been able to for months. I can read subtitles on the TV, small print and road signs - and it has also got rid of anxiety about failing eyesight, so I am much happier now!* **”**

Patient from Newmedica Norfolk

“ *Of all the hospitals and treatments I've ever received, in big hospitals to smaller doctors, staff usually sit me in the corner and don't make any effort. Here (Newmedica Nuneaton) is by far the best. The staff are really lovely and make conversation, the consultant is very friendly, and it makes me feel at ease during my appointments here. I'd like to thank you all for looking after me so well.* **”**

Patient from Newmedica Nuneaton

Surveys and Friends and Family Test

During 2025/26, patient feedback remained consistently strong across all measures:

Friends and Family Test results

Aspect of service	Patient Satisfaction
How clean was the environment where you were treated?	99.7%
Did the clinic staff work well together?	99.6%
Were you treated with dignity and respect by the clinic staff?	99.7%
Were you involved with decisions about your care?	98.8%
Would you recommend us to friends and family?	99.6%

We received over 56,000 responses to the Friends and Family Test, demonstrating strong patient engagement and providing valuable insight into the patient journey.

To further expand this, we're introducing a new digital patient feedback platform to improve accessibility, responsiveness and learning across services.

Patient quotes

“

Nothing could have been improved on. The building was easy to find. Parking easy. The whole team were friendly and welcoming. All areas were spotlessly clean. My procedure was explained fully and the care I received was exemplary.

Patient from Newmedica Northampton

”

“

I have found it quite overwhelming on having what is probably the best sight I have ever had in my life. I'm quite a hard-faced man but when I sat in the car last Friday after the op I became a blubbering baby, just through sheer elation and happiness. Can't thank the team there enough.

Patient from Newmedica Plymouth

”

“

I would like to express my sincere thanks to you, and the whole team at Newmedica, for your excellent care throughout my cataract surgeries. From my first to last appointment, I could not have been treated with greater professionalism. I always felt safe, my questions were always answered, any concerns were treated promptly and respectfully, and I always knew what was happening and why.

I observed high quality in action – from everyone's attention to infection prevention and control, to your superb attention to detail in making sure my lenses were exactly right, to information security. I saw prompt, compassionate care given to those less able to cope and great team spirit with respectful interactions. I am indebted to your skill and now enjoy brilliant glasses-free vision for the first time since childhood.

Patient from Newmedica Nottingham

”

Carers survey

We recognise the essential role carers play and continue to seek their feedback:

- Over 1,100 responses were received from carers
- Feedback highlighted high levels of compassion, involvement and communication

Aspect of service	Carer Satisfaction
I was treated with compassion and respect by all staff	96.8%
My views and knowledge were sought throughout the process	95.1%
I was regularly updated and involved in regards to care plans and treatment	95.5%
I was involved in the discharge planning before the person I care for left the service	94.4%
If information about the person I cared for could not be disclosed the reason was explained to me	93.3%
I felt I could rely on staff to keep actions and arrangements that had been agreed with them	96.5%

'All visits are positive experiences. I know that Dad is always cared for and given the best treatment.'

Carer of Newmedica Nuneaton patient

'Staff were polite, kind, respectful and made me feel valued.'

Carer of Newmedica Hampshire patient

'I was called to go up to theatre so I could be with my husband to learn of everything we need to do following his procedure. I felt informed.'

Carer of Newmedica Barlborough patient

Online reviews

We actively monitor online feedback to better understand our patients' experiences and identify areas for continued improvement.

We're pleased to report that 97% of Google reviews and 98% of Doctify reviews awarded our services a four- or five-star rating, demonstrating a consistently high level of patient satisfaction.

Online review ★★★★★

'I was referred to Newmedica Nottingham by my optician, and everything they said was true. The process was fast and professional, from my initial assessment to the cataract surgery and follow-up care. I felt respected, well-informed and genuinely cared for throughout. The clinic is modern, efficient, and staffed by friendly, dedicated people. Special thanks to the doctor who restored my vision. Truly amazing. Highly recommended!'

Patient from Newmedica Nottingham

Patient experience and outcomes

We collect Patient Reported Outcome Measures (PROMs) and Patient Reported Experience Measures (PREMs) to understand both clinical outcomes and patient experience. This data is embedded within our governance framework and supports local improvement and national transparency through submission to PHIN.

Engagement has continued to improve during 2025/26, with PROMs response rates increasing to 58.9%, and 4,771 patients reporting improved vision following surgery.

The PREMs programme received over 4,000 responses, with a response rate of 48.9% and 98.6% of patients reporting a positive experience. Patient satisfaction remained exceptionally high, with a Net Promoter Score of 98.5%, an improvement on the previous year.

This growing volume of feedback strengthens our ability to identify trends, drive targeted improvement and ensure patient voice is central to shaping our services.



11. How we keep information safe

We maintain a robust approach to information governance and data security, ensuring compliance with national standards and protecting patient and organisational data.

During 2025/26, we maintained full compliance with the NHS Data Security and Protection Toolkit, with all colleagues completing mandatory data security training. We also successfully renewed our Cyber Essentials Plus accreditation, providing independent assurance of our cyber security controls.

We continue to operate in line with UK GDPR and relevant data protection legislation, ensuring data is managed lawfully, securely and transparently across all services.

Ongoing investment in technology and security tools improves our ability to identify and respond to emerging risks, ensuring resilient systems, secure data and continuity of care.

12. CQC inspections

Regulatory compliance and assurance monitoring

All services are registered with the Care Quality Commission (CQC) and led by appointed Registered Managers who meet CQC requirements. All inspected services continue to hold a 'Good' rating, providing assurance on the quality and safety of our services.

During 2025/26, our Quality and Patient Safety team completed a programme of inspections across 19 services, providing independent assurance and targeted support to optimise local quality and safety arrangements.

Building on this, we've committed to inspecting all services in 2026/27, strengthening our proactive oversight and ensuring consistent visibility of risk, assurance and improvement across the organisation.

Our internal inspection programme is aligned to the CQC Single Assessment Framework and is designed to identify risk, drive improvement and share best practice.

This provides clear assurance to the Board and supports the consistent delivery of safe, high-quality care across all services.

None of our services were inspected by the CQC during 2025/26.



13. Updates on our priorities for 2025/26

We identified two key quality priorities in 2025/26 focused on improving patient safety, experience and clinical outcomes.



Priority 1: On-the-day surgical cancellations

Reducing avoidable on-the-day surgical cancellations remained a priority under our PSIRF programme, recognising the impact on patient safety, experience and access to care.

During 2025/26, we refined pre-operative processes to support earlier identification and management of patient risk, including improved clinical review, updated guidance and enhanced pre-operative communication.

This has delivered measurable improvement. One service achieved a 70% reduction in cancellations, reducing cases from 11 to 3 and rates from 0.7% to 0.2% over a comparable period.

This demonstrates the impact of targeted, system-based improvement and local ownership of learning. The approach is now being shared to support further organisation-wide reduction in avoidable cancellations.



Priority 2: Medical records integrity

We committed to maintaining medical records integrity to improve patient safety, data quality and reliability of clinical information.

Update

During 2025/26, we made significant progress by identifying and assessing key risks relating to data integrity and availability. This has provided a clear understanding of where improvements are needed and enabled the development of stronger, organisation-wide controls.

This work has strengthened documentation standards, improved data quality and enhanced support for safe clinical decision-making.

In 2026/27, we'll focus on embedding these improvements, supported by robust monitoring and measurement. Our ambition is to achieve a 10% year-on-year reduction in medical records incidents, ensuring information remains accurate, complete and fit for purpose.

This will support safer diagnosis and treatment, improved continuity of care and better patient outcomes

14. Our priorities for 2026/27

Under the Patient Safety Incident Response Framework (PSIRF), organisations are expected to focus on the patient safety risks most relevant to their services and the populations they support.

Following a detailed analysis of our patient safety data, we've identified two key priorities for 2026/27, carried forward from the previous year. Together, these account for 20.5% of our incident profile and represent areas where targeted improvement will have the greatest impact on patient outcomes.

Maintaining focus on these priorities will enable us to build on progress already made and embed sustainable improvements in patient safety across the organisation.



Priority 1: On-the-day surgical cancellations

We'll continue to reduce avoidable on-the-day surgical cancellations by strengthening pathway reliability and improving early identification of patient risk.

Building on improvements achieved in 2025/26, we'll embed consistent pre-operative processes across all services and introduce an After-Action Review tool to support structured learning from cancellation incidents.

Learning from effective local interventions will be shared across the organisation to support earlier risk identification and targeted improvement.



Key areas of focus include

- Strengthening patient communication and pre-operative preparation
- Improving consistency of pre-assessment and screening
- Supporting earlier escalation and management of risk
- Reducing avoidable harm, disruption and unused theatre capacity.

This work will support safer, more reliable care and improved patient experience.



Priority Two: Medical records integrity

We'll continue to safeguard medical records integrity to improve patient safety and the reliability of clinical information.



During 2026/27, we will

- Implement robust monitoring and measurement processes
- Reduce the incidence of incomplete or inaccurate patient records
- Embed best practice in documentation and data management
- Deliver targeted training to support consistent, high-quality record keeping.

This work will ensure patient information is accurate, accessible and supports safe clinical decision-making across all services.

15. Our people

Employee engagement and Great Place To Work®

We're proud to be recognised as one of the UK's Top 30 Best Workplaces™ for 2026, reflecting a strong, inclusive and high-performing culture across Newmedica.

This recognition is based on our continued participation in the independent Great Place to Work® survey, providing a robust and trusted measure of colleague experience. We've achieved Great Place to Work® certification for three consecutive years, demonstrating sustained strength in culture and engagement.

Engagement remains high, with 84% of colleagues participating in the latest survey and 84% agreeing that Newmedica is a great place to work. Overall positive responses across all areas remained strong at 83%.

In addition to this, we've been recognised as a Best Workplace for Development, Wellbeing and for Women, highlighting the breadth and inclusivity of our culture.

This strong organisational culture directly supports the delivery of safe, high-quality care, with engaged and supported colleagues underpinning positive patient outcomes and experience.



Career development

We continue to invest in the development of our people, ensuring colleagues are supported from day one and throughout their careers.

During 2025/26, we refined our learning and development offer, with a particular focus on building a capable and sustainable workforce across clinical, technical and leadership roles.

A key development has been the introduction of EyeQ, our learning experience platform, which has improved the consistency, accessibility and oversight of training across the organisation. This includes a new eight-week induction programme, alongside a comprehensive suite of eLearning supporting mandatory, systems and clinical training.

Our core development programmes, including Aspire, Ascend and In-Service Trainer and Personal Effectiveness, continue to be well attended and highly valued, complemented by training in Diversity and Inclusion and Dignity at Work.

These developments have strengthened both learning culture and governance, improving visibility of training compliance and ensuring colleagues are equipped to deliver safe, high-quality care.

Maria Laffan Leicester, Leicestershire and Rutland ICB:

"The account also highlights sustained investment in workforce capability, training and professional development, alongside a clear commitment to patient experience and engagement. These elements support the delivery of reliable care and ongoing improvement."

Clinical training programmes

We deliver high-quality, role-based clinical training programmes designed to build capability across our core patient pathways and support safe, effective practice.

During 2025/26, 27 colleagues completed clinical training programmes, with 94% reporting high satisfaction, reflecting the quality and value of our approach.

This was further enhanced by the introduction of our Clinician Pathway Training: Cataract eLearning programme, providing clinicians with the knowledge and practical skills required to support safe and effective patient care across the cataract pathway.

We also hosted our inaugural Newmedica Optometrists Conference, bringing clinicians together for a focused programme of CPD. Feedback was exceptional, with all delegates rating the conference as five stars, highlighting the quality, relevance and impact of the learning provided.

These initiatives demonstrate our commitment to developing clinical expertise, supporting professional growth and maintaining high standards of patient care across the organisation.

"I liked the fact that I was simultaneously working on my scrub book in theory and practising the role of scrub trainee in theatre. Result of which my learning has been strong, thorough and complete as I was practising in real time, with real patients, real environment and even learning to face complicated cases. I was truly well supervised, guided, and well supported by the whole team (managers, colleagues and consultants)."

Karine Bennacer, Scrub Technician in Newmedica Suffolk

Apprenticeship and professional qualifications

We continue to invest in developing our workforce through a range of apprenticeship and professional qualification programmes across clinical, leadership and operational roles.

In 2025/26, 12 colleagues were enrolled on apprenticeship programmes, including pathways for aspiring nurses and operating department practitioners. In addition, eight optometrists were supported to undertake higher professional qualifications through the College of Optometrists.

These programmes support career progression, strengthen clinical capability and contribute to a sustainable, skilled workforce across our services.

16. Our sustainability commitment

In 2025/26 our Sustainability Committee continued to embed sustainability across Newmedica, with a focus on our people, our planet and our communities.

Our people

Our ambition is to build a sustainable workforce where colleagues feel supported, valued and able to thrive.

1. Wellbeing

We continue to cultivate a culture where wellbeing is embedded across the organisation, supporting colleagues to be healthy, safe and able to perform at their best.

This is supported through a growing network of Wellbeing Ambassadors, championing health and wellbeing across local teams. In 2025/26, this network increased by 14%, reflecting strong engagement and continued investment in colleague support. We also provide access to Mental Health First Aiders, offering guidance and signposting to appropriate support where needed.

Together, these initiatives create a supportive environment where colleagues feel able to seek support, maintain wellbeing and deliver high-quality care.

2. Equality, diversity and inclusion

We're committed to creating an inclusive culture where everyone feels valued, respected and able to contribute.

During 2025/26, we strengthened this through the rollout of inclusion and respect and dignity at work training, achieving 95% compliance, alongside continued delivery across all services.

We also expanded in-person diversity and inclusion training, with over 100 managers trained, building leadership capability and accountability.

This is supported by a programme of engagement activity and colleague network groups, which continue to grow and provide a platform for shared voice, inclusion and belonging across the organisation.

Together, these initiatives support a more inclusive workplace and ensure our workforce reflects and understands the communities we serve.

3. Equality Delivery System

The Equality Delivery System (EDS) is a mandatory performance framework used by NHS England to help organisations improve services, ensure fair treatment for patients/staff, and meet public sector equality duty requirements under the 2010 Equality Act.

The goal of the EDS is to eliminate discrimination and reduce health inequalities by ensuring fair, inclusive care and working environments. There are three core domains (EDS22):

- Commissioning or workforce improvements – ensuring services are designed for everyone
- Workforce – providing a diverse, inclusive environment
- Leadership – holding leaders accountable for equality targets.

Our engagement and assessment were completed in January 2026, with an Achieving rating of 27/33.

4. Key strengths

- High patient satisfaction and strong compliance with accessibility standards
- Robust governance processes and effective incident learning
- Strong staff wellbeing support and positive survey outcomes.

5. Forward actions

- Implement SafeCall
- Review staff recommendation survey question.

Our achieving rating reflects a strong commitment to equality and reducing health inequalities. The overall assessment demonstrates meaningful progress and alignment with national expectations.

6. Ways of working

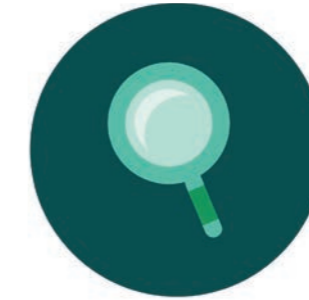
All ways of working are underpinned by our company values and behaviours, which help to drive consistency across all teams. They're also used for recognition, feedback and recruitment processes.

In 2025/26 we continued to develop our people to work in alignment with the behaviours. Colleagues who joined new services took part in team development sessions focusing on them, and we developed a new eLearning module for induction and wider use outlining the values and behaviours.



Collaborative

We work together as one Newmedica to deliver our vision



Curious

We question, explore and seek out diverse perspectives to develop our knowledge and understanding



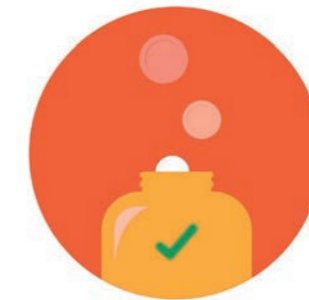
Courageous

We challenge the status quo, we experiment with good ideas, and we're brave and bold in our decision-making



Compassionate

We care, support and help each other, and provide individual care for every patient



Commercial

We treat money wisely and make decisions that are good for our patients, our partners, our people and good for the long term

Our planet

We're fully committed to supporting the NHS Green Plan with ambitions to reach net zero by 2035 for direct emissions and by 2045 for emissions we can influence. We now have five years of independently verified carbon footprint data and continue to further improve data accuracy, supported by our parent group's Science Based Targets initiative (SBTi)-validated approach.

As our services have expanded, introducing additional pathways such as oculoplastics and vitreo-retinal surgery and significantly increasing activity levels, our overall carbon footprint remains above our 2021 baseline. However, we've achieved substantial improvements in carbon efficiency, with **emissions per practice reduced by 39.2% and per cataract surgery by 27.5%**, reflecting both targeted reduction initiatives and reduced capital equipment expenditure.

This progress has been driven by a range of focused initiatives, including transitioning all owned services to renewable electricity (eliminating Scope 2 emissions), improving energy efficiency through smart meters and building design, and embedding digital solutions such as a fully paperless electronic patient record system.

We're supporting colleagues to adopt electric vehicles, strengthening engagement with suppliers to better understand and reduce Scope 3 emissions, and introducing a Supplier Code of Conduct to drive sustainable practices.

Additional actions, such as reducing paper through electronic instructions for use, promoting reuse of materials, and achieving zero waste to landfill at transitioned services, further support our sustainability ambitions.

While this progress is encouraging, we recognise that continued collaboration, particularly with key suppliers, will be critical to accelerate progress towards our net zero commitments.

Our community

During 2025/26, we deepened our relationships with the wider eyecare community, working closely with optometrists and system partners to improve access to care and support earlier diagnosis.

We delivered over 120 educational events, engaging 1,839 clinicians, supporting professional development and strengthening referral pathways across primary and secondary care.

We also continued to improve access for patients through our free transport service, now available across over 30 locations, supporting more than 10,000 patient journeys during the year.

Alongside this, we expanded our support for research and community initiatives. Through our partnership with Sight Research UK, we contributed over £26,000 to support research into eye conditions such as glaucoma and age-related macular degeneration.

Sight Research UK said it is pleased to partner with Newmedica as their national charitable partner.

“Working alongside Newmedica - whose everyday services provide life-changing interventions for individuals experiencing sight loss - closely aligns with our mission to deliver meaningful impact for those affected by visual impairment.”

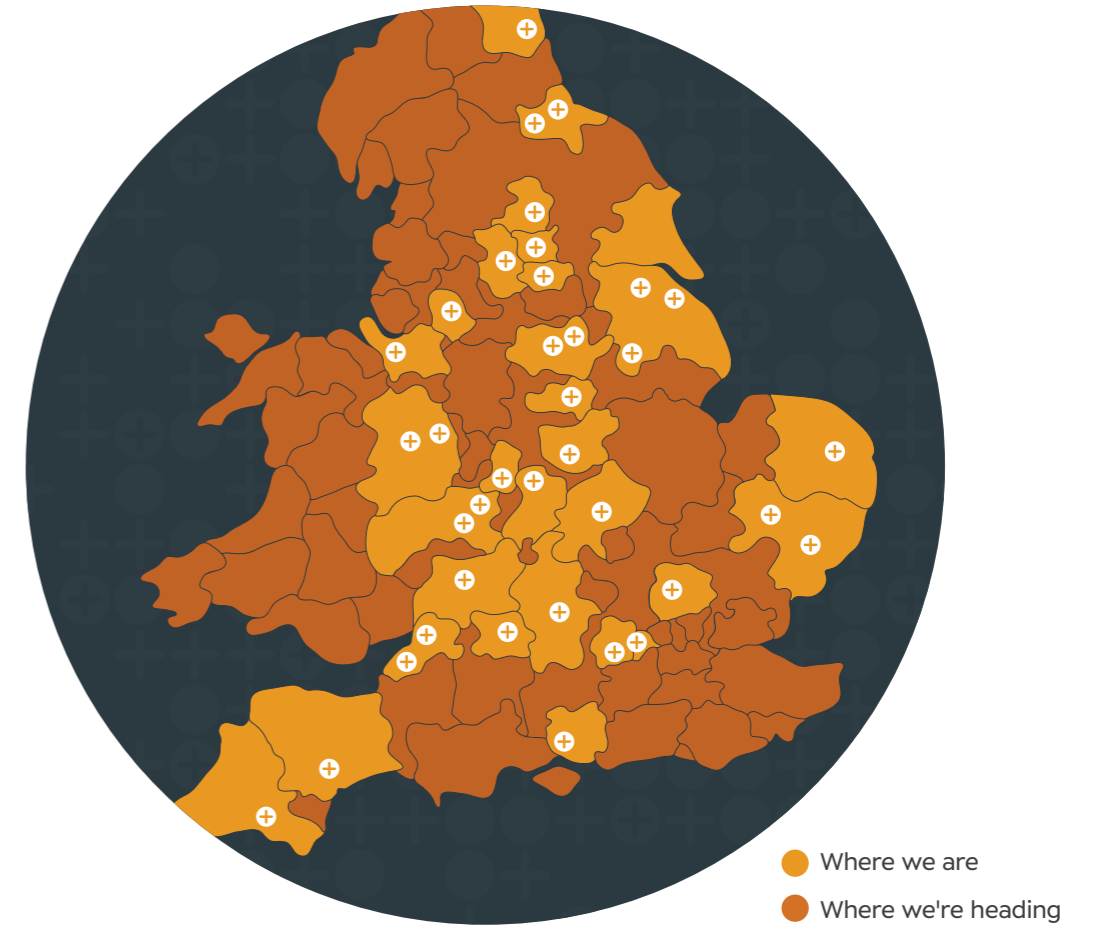
“This partnership creates valuable opportunities to explore innovation that may, in the future, lead to improved patient outcomes in clinical settings. It also provides essential financial support, enabling us to continue funding vital research. Through this work, researchers are developing new treatments and therapies that have the potential to make a lasting difference in reducing sight loss and enhancing quality of life.”

Our colleagues also supported a range of local and national charities, raising significant funds and contributing to community initiatives, alongside wider social impact activity including support for organisations such as **The Big Issue**.

Together, these activities strengthen partnerships, improve access to care and contribute to better outcomes for patients and communities.



17. Our locations



- Barlborough
- Birmingham
- Bracknell
- Bradford and Huddersfield
- Brigg
- Bristol
- Bromsgrove
- Bury St Edmunds
- Cheshire Oaks
- Darlington
- Exeter
- Gloucester
- Grimsby
- Hampshire
- Harrogate
- Ipswich
- Keyworth
- Langford
- Leeds
- Leicester
- Lincoln
- Manchester
- Middlesbrough
- Newcastle
- Northampton
- Norwich
- Nottingham
- Nuneaton
- Oxfordshire
- Plymouth
- Shrewsbury
- Slough
- Swindon
- Wakefield
- Welwyn Garden City
- Worcester
- Worksop

18. ICB supporting statements on our quality account



**Leicester, Leicestershire
and Rutland**
Integrated Care Board

Statement on Newmedica's Quality Account 2025–26

Leicester, Leicestershire and Rutland Integrated Care Board (LLR ICB)

LLR ICB welcome Newmedica's Quality Account for 2025–26 and thank them for the opportunity to comment.

The account provides assurance that Newmedica has appropriate systems in place to monitor, govern and improve the quality and safety of the services it provides.

We note the clear description of clinical governance arrangements, accountability structures and the organisation's approach to learning and improvement. The continued development of digital systems, audit activity, incident reporting and PSIRF implementation demonstrates a proactive and maturing approach to identifying and addressing risk.

We welcome the strong focus on Infection Prevention and Control, supported by routine audit, learning from incidents and strengthened clinical oversight. This gives confidence that IPC remains a core component of safe surgical and outpatient care.

The account also highlights sustained investment in workforce capability, training and professional development, alongside a clear commitment to patient experience and engagement. These elements support the delivery of reliable care and ongoing improvement.

While local references to Leicester, Leicestershire and Rutland are limited, we recognise that the Quality Account provides assurance across the wider organisation. We expect local services to continue meeting contractual requirements, maintaining transparent reporting and working with the ICB to address any areas requiring further improvement.

On this basis, LLR ICB are assured that Newmedica continues to deliver services within an appropriate quality and governance framework. We look forward to continued collaboration and to understanding how future quality priorities support improved outcomes for the people of Leicester, Leicestershire and Rutland.

Yours sincerely

Maria Laffan
Chief Nursing Officer LLR ICB



Birmingham and Solihull
Integrated Care Board



Black Country
Integrated Care Board



Herefordshire and Worcestershire
Integrated Care Board

Birmingham and Solihull Integrated Care Board (ICB) as coordinating commissioner for Newmedica, welcomes the opportunity to provide this statement for inclusion in the Trusts 2025/26 Quality Account.

A draft copy of the Quality Account was received by the ICB on 5 May 2026 and the review has been undertaken in accordance with the Department of Health and Social Care Guidance. This statement of assurance has been developed from the information provided to date.

The information provided within this account presents a balanced report of the healthcare services that Newmedica provides. The report demonstrates the progress made by the Trust [JS1.1] against the 2025/26 priorities. It identifies what the organisation has done well, where further improvement is required and what actions are needed to achieve these goals and the priorities set for 2026/27.

We have worked closely with Newmedica over the course of 2025/26, recognising their support in easing pressures within NHS elective care by providing a variety of high quality, safe surgical ophthalmology procedures. The ICB has worked collaboratively to review the organisation's progress in continuing to implement the Patient Safety Incident Response Framework (PSIRF) and strengthening systems-based learning, which is now demonstrating a mature safety culture wherein staff feel confident to report and learn from incidents.

This has also been reflected in timely and transparent discussions regarding incidents with ICB colleagues. We're committed to continuing to engage with the Trust [JS2.1] in an inclusive and innovative manner and hope to continue to build on these relationships as we move forward into 2026/27.

Yours sincerely

Sally Roberts

Chief Nurse/Clinical & Quality Officer
Birmingham, Black Country and Solihull (Cluster) Integrated Care Board

Herefordshire and Worcestershire Integrated Care Board welcomes the opportunity to review the Newmedica Quality Account for 2025/26 and acknowledges the assurance it provides regarding patient safety, clinical outcomes and governance, and the organisation's progress against its 2025/26 priorities.

The Quality Account reflects high standards in ophthalmology services, with strong clinical outcomes, a positive patient safety culture, and a clear focus on ongoing learning and improvement. The ICB also notes its contribution to reducing NHS waiting times, attention to complex pathways, effective safeguarding arrangements, and generally positive feedback from patients and carers.

We recognise the organisation's partnerships with the University of Worcester and Worcester Sixth Form College (amongst others) in developing the future healthcare workforce, alongside its continued investment in training, leadership, and collaboration with community optometry and integrated care pathways.

The organisation's clear quality priorities for 2026/27- a continued focus on reducing avoidable on-the-day surgical cancellations and strengthening medical records integrity - appear appropriate, evidence-based and aligned with system priorities for patient safety, access and quality.

Overall, the ICB is assured that Newmedica remains a safe, effective and well-led provider and looks forward to continuing a collaborative partnership to improve access to timely eye care, reduce health inequalities and deliver high-quality outcomes for the populations we serve.

Yours sincerely

Simon Trickett

Chief Executive
Herefordshire and Worcestershire Integrated Care Board



Newmedica

Fora East Side,
King's Cross Station,
London, N1C 4AX
newmedica.co.uk