

Patient Safety Incident Response Plan

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V1	Author: Andrea O'Connell	Clinical Quality & Governance Director	21 st March 2024
	Reviewer: Nigel Kirkpatrick Karen Croker	Nominated Individual, Medical Director Registered Manager, Contracting & Managed Services Director	
	Caroline Raynsford Fiona Marsden Mick Davey	Head of Clinical Assurance Head of Clinical Quality & Safety Head of Health & Safety	
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	Joint Venture Operations Director	Amanda Bargewell Annette Johnson Amanda Worley Chris Berry Cinty Yarnell Durgesh Patel Helen Labrom Josh Raden Julian Phillips Karen Hansed Karen Morjaria Megan da Silva Michelle Mulvaney Neil Bowman	21 st March 2024

		Rachel Hill Rose Smith Steve Kirk Vicky Blunsden	
V2	Author: Kirsty Lower	Interim Head of Patient Safety and Quality (Governance)	10/06/2025
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INTRODUCTION

New Medical Systems Limited (Trading as Newmedica) is delighted to present its second Patient Safety Incident Response Plan. The plan sets out how we (including our managed services) and our associated Ophthalmic Joint Ventures (OJVs) will respond to patient safety incidents over the next 12 months, in line with the principles of the Patient Safety Incident Response Framework (PSIRF), see Figure 1.

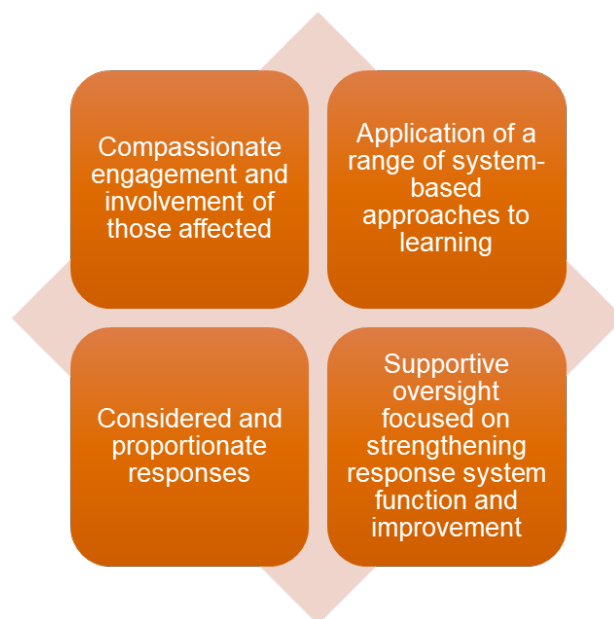


Fig. 1

PSIRF Framework

PSIRF is a key part of the NHS Patient Safety Strategy, that as an organisation, we will continue to embed, ensuring that all our colleagues (support office and OJV's) have the skills, confidence, and mechanisms to improve patient safety.

Our plan is not a permanent rule that cannot be changed. As an organisation, we will remain flexible and continually review patient safety incidents and patient feedback to identify any new emerging themes or trends in patient safety, that may influence this plan and future iterations. The plan is underpinned by our organisational policies and electronic incident reporting system.

Our plan is in alignment with our vision, values and behaviours and underpins our quality pillar in **leading the way in delivering safe, effective, personalised care**, see Fig. 2.

Changing lives through better sight and eye health



Fig. 2

Newmedica Vision, Values and Behaviours

Our plan has been approved by New Medical Systems Limited Board (Includes Managed Services), and our associated OJVs.

OUR SERVICES

Newmedica is unique among ophthalmology providers. We were founded in 2007 by a former eyecare patient and a leading ophthalmology consultant. In 2023, we cared for more than 165,000 NHS and private patients in 29 locations across England, with plans to grow further.

Our aim is to transform the patient experience and deliver the best care possible for NHS and private patients across England. We focus on understanding individual patient needs and providing personal care and reassurance every step of the way. From the moment patients' walk through the door, our team are committed to making them feel at ease, comfortable and cared for.

Our clinical expertise and specialist staff are second to- none. We have some of the UK's leading consultant ophthalmologists who specialise in the treatment of advanced eye

conditions. Our hospitals are owned and led by the consultants who look after our patients and they hand-pick their teams to ensure they can consistently deliver the highest quality of care.

All our services are registered with the Care Quality Commission to deliver:

- Treatment of disease, disorder or injury
- Surgical procedures
- Diagnostic and screening procedures.

We currently have 29 locations (23 OJVs and 2 managed services) providing services as detailed below:

Site	Address	Services Provided
Newmedica Barlborough	Barlborough: Unit 1B and 1C Midland Place, Barlborough Links, Chesterfield, S43 4FR Worksop: The Dukeries, 31- 33 Retford Road, Worksop, S80 2PU	• General ophthalmology • Cataract surgery • Cataract surgery outpatients • Ocular hypertension and glaucoma monitoring • Oculoplastic surgery • Medical retina clinics • YAG laser treatment
Newmedica Birmingham	Aqueous One, Aston Cross Business Village, Rocky Lane, Birmingham, B6 5RQ	• General ophthalmology • Age-related macular degeneration (NHS & private) • Cataracts (NHS & private) • YAG laser treatment (NHS & private)
Newmedica Bradford & Huddersfield	Park House, Woodland Park, Bradford Road, Cleckheaton, West Yorkshire, BD19 6BW	• Cataracts (NHS & Private) • YAG laser treatment (NHS & Private) • Oculoplastics (NHS & Private)
Newmedica Bristol	Aztec West: Building 720, Waterside Drive, Aztec West, Almondsbury, Bristol, BS32 4UD Clifton: Litfield House Medical Centre, 1 Litfield Place, Clifton Down Bristol BS8 3LS Langford: Mendip Vale Medical Centre, Pudding Pie Lane, Langford BS40 5EL	• General ophthalmology • Cataract surgery • Cataract surgery outpatients • Ocular hypertension and glaucoma monitoring • Oculoplastic surgery • Medical retina clinics • Trabeculectomy surgery • YAG laser treatment • Vitreoretinal
Newmedica Cheshire Oaks	Units 3-4, The Oaks Office Park, Ellesmere Port, Cheshire, CH2 4HY	• Cataracts (NHS & Private) • YAG laser treatment (NHS & Private) • Glaucoma (NHS & Private) • Oculoplastics (NHS & Private)

Site	Address	Services Provided
Newmedica Gloucester	Brighouse: 19D Brighouse Court, Barnwood, Gloucester, GL4 3RT Aspen: Medical Centre, Horton Road, Gloucester, GL1 3PX Swindon: Swindon NHS Health Centre, 1 Islington Street, Swindon, SN1 2DQ	• General ophthalmology • Cataract surgery • Cataract surgery outpatients • Ocular hypertension and glaucoma monitoring • Oculoplastics (minor ops only) • Surgical retina • YAG laser treatment • Vitreoretinal • Wet AMD
Newmedica Hampshire	St Andrew's House, 4400 Parkway, Whiteley, Fareham, PO15 7FJ	• Cataracts (NHS and private) • Oculoplastics (NHS and private) • Glaucoma (NHS and private) • YAG laser treatment (NHS and private)
Newmedica Hertfordshire	3 Falcon Gate, Shire Park, Welwyn Garden City, Hertfordshire, AL7 1TW	• Cataracts (NHS and private) • AMD (NHS and private) • Glaucoma (NHS and private) • YAG laser treatment (NHS and private)
Newmedica Leeds	St Martins House: 210 Chapeltown Road, Leeds, LS7 4HZ Wakefield: Newmedica Surgical Centre Wakefield, 106 Barnsley Road, Wakefield, WF1 5NX	• General ophthalmology • Cataract surgery • Cataract surgery outpatients • Ocular hypertension and glaucoma monitoring • Oculoplastics (minor ops only) • Medical retina clinics • YAG laser treatment
Newmedica Leicester	1 Barton Close, Grove Park, Enderby, Leicester, LE19 1SJ	• Cataracts (NHS and private) • YAG laser treatment (NHS and private) • Age-related macular degeneration (private) • Glaucoma (private) • Vitreous floaters (private)
Newmedica Lincolnshire	Lincoln: North Hykeham Health Centre, Moor Lane, North Hykeham, Lincoln, LN6 9BA Grimsby: Cromwell Primary Care Centre, 1st Floor, Cromwell Road, DN31 2BH Brigg: Riverside Surgery, Barnard Avenue, Brigg, DN20 8AS	• General ophthalmology • Cataract surgery • Cataract surgery outpatients • Oculoplastics • Oculoplastic surgery • Ocular hypertension and glaucoma monitoring • Medical retina clinics • YAG laser treatment (Grimsby only) • Wet AMD (Grimsby only)
Newmedica Manchester	Unit 27 Cobra Court, 2 Blackmore Road, Manchester, M32 0QY	• Cataracts (NHS and private) • YAG laser treatment (NHS and private) • Oculoplastics (NHS & Private)

Site	Address	Services Provided
		• Glaucoma (NHS & private) • Vitreous floaters (private)
Newmedica Newcastle	Hadrian House, Balliol Business Park, Newcastle Upon Tyne, NE12 8EW	• Cataracts (NHS and private) • Glaucoma (private only) • YAG laser treatment (NHS and private)
Newmedica Norfolk	Lakeside 200, Old Chapel Way, Broadland Business Park, Norwich, NR7 0WG	• Cataract surgery (NHS & private) • Cataract surgery outpatients (NHS & private) • Wet AMD (private only) • YAG laser treatment
Newmedica Northampton	Unit 2-3 Westbury Court, Anglia Way, Moulton Park, Northampton, NN3 6JA	• Cataract surgery (NHS & private) • Cataract surgery outpatients (NHS & private) • Glaucoma monitoring • YAG laser treatment • SLT Laser (Private) • Dry Eye [Intense Pulse Light] (Private) • Oculoplastics (private) • Glaucoma (new NHS & private)
Newmedica Nottingham	Tottle Road, Riverside Business Park, Nottingham, NG2 1RT	• Cataracts (NHS and private) • YAG laser (NHS) • SLT Laser (NHS) • YAG Laser Pheripheral iridotomy (NHS) • Glaucoma (NHS) • Virectomy (private)
Newmedica Oxfordshire	Avalon House, Marcham Road, Abingdon, OX14 1TZ	• General ophthalmology • Cataracts (private and NHS) • YAG laser treatment (private and NHS)
Newmedica Plymouth	Forder House, 20 William Prance Road, Derriford, Plymouth, PL6 5WR	• Cataracts (NHS and private) • YAG laser treatment (NHS and private)
Newmedica Shrewsbury	Unit 2 Anchorage Ave., Shrewsbury Bus. Park, SY2 6FG	• General ophthalmology • Cataract surgery (NHS & private) • Cataract surgery outpatients (NHS & private) • YAG laser treatment
Newmedica Slough	Buckland House, Langley Business Park, 10 Waterside Drive, Langley, Slough, Berkshire, SL3 6EZ	• Cataracts (NHS & Private) • Glaucoma (NHS & Private) • Vitreous floaters (Private) • YAG laser treatment (NHS & Private)
Newmedica Suffolk	Ipswich: London House, Hadleigh Road, IP2 0EE Bury St Edmunds: 4 Lawson Place, Bury St Edmunds, Suffolk, IP32 7EW	• Cataract surgery (Ipswich only) • Cataract outpatients • Ocular hypertension and glaucoma monitoring (only West

Site	Address	Services Provided
		Suffolk NHS Foundation Trust referral) • Oculoplastic surgery (Ipswich only) • YAG laser treatment (Ipswich only)
Newmedica Teesside	29 - 30 Market Place, North Ormesby, Middlesbrough, TS3 6HR	• Cataract surgery • Glaucoma surgery (private only) • Cataract surgery outpatients • Ocular hypertension and Glaucoma monitoring (private only) • Private eyelid and tear duct surgery (oculoplastics) • Medical retina clinics • Trabeculectomy surgery • YAG laser treatment • Vitreoretinal
Newmedica Worcester	Unit 5, Berkeley Business Park, Wainwright Road, WR4 9FA	• Cataract surgery (NHS and private) • YAG laser treatment (NHS and private) • Oculoplastics (NHS and private)
Managed Services		
Newmedica Exeter	The Medical Eye Clinic, Sigford Road, Matford Park, Exeter, EX2 8NL	• Cataract surgery (NHS only) • Cataract preoperative assessments (NHS only) • YAG laser treatment Post-op appointments are delivered via Devon PEC or Pharmoutcomes • All private activity is delivered by The Medical Eye Clinic
Newmedica Nuneaton	GP Led Health Centre, Ramsden Avenue, Camp Hill, Nuneaton, CV10 9EB	• Age related macular degeneration (AMD) • Retinal vein occlusion • Diabetic macular oedema

DEFINING OUR PATIENT SAFETY INCIDENT PROFILE

To identify our patient safety risks and incident profile, Newmedica undertook a thematic review of the following information from the 1 April 2024, to the 31 March 2025:

1. Patient safety incidents
2. Complaints
3. Claims
4. Subject access requests
5. Patient Feedback

The criteria used for defining our top two patient safety risks were as follows:

- Potential for harm
 - People: physical, psychological, loss of trust (patients, family, caregivers)
 - Service delivery: impact on the quality and delivery of healthcare services
 - Public confidence.
- Likelihood of occurrence
 - Persistence of the risk
 - Frequency
 - Potential to escalate.

The summary of patient safety risks was presented to the Clinical Governance Committee, Learning and Improvement Sub-Committee and Executive Committee.

DEFINING OUR PATIENT SAFETY IMPROVEMENT PROFILE

We have been updating our governance arrangements and associated processes over the last year, to ensure we gain maximum insight from all patient safety events and can identify whether local or organisational-wide improvement activity is required. This structure will continue to be strengthened in 2025/26. We also draw insight and learning from national guidance and publications, from our regulators, Integrated Care Boards (ICBs), NICE, the Royal Colleges and other key national and international stakeholders to identify and assist with developing areas for improvement.

Taking the above analysis into account, the top two patient safety risks for Newmedica are:

1. Cancellations
2. Medical Records (Integrity)

We are aware that new patient safety risks may arise from our ongoing analysis and insight, therefore, we will be flexible and agile in our approach and develop further local or organisational-wide improvement plans if required.

OUR PATIENT SAFETY INCIDENT RESPONSE PLAN: NATIONAL REQUIREMENTS

There are a set of nationally mandated patient safety events that organisations providing NHS care must investigate as a Patient Safety Incident Investigation (PSII), either locally or in conjunction with or led by a national body.

Due to the nature of the work undertaken by Newmedica, namely diagnosis of eye conditions, day case ophthalmology surgery and/or treatment of a range of eye conditions, the majority of the nationally mandated patient safety events are not applicable to Newmedica or its associated OJVs. Below is a list of those incidents applicable:

NATIONAL PSII

Patient safety incident type	Required response	Anticipated improvement route
Incidents meeting the Never Events criteria.	PSII	Create local organisational safety actions and feed these into Newmedica quality improvement plan.
Death thought more likely than not due to problems in care (incident meeting the learning from deaths criteria for patient safety incident investigations (PSIIs).	PSII	Create local organisational safety actions and feed these into Newmedica quality improvement plan.
Death of a person with learning disabilities.	Newmedica may only be a small part of the overarching pathway. However, the case, should be referred to Healthcare Safety Investigation Branch for independent patient safety incident investigation.	Respond to recommendations as required and feed safety actions into the quality improvement plan.

OUR PATIENT SAFETY INCIDENT RESPONSE PLAN: LOCAL FOCUS

PSIRF allows individual organisations to explore patient safety incidents relevant to their context and the populations and communities they serve. Through in-depth analysis of our patient safety insights, based on a review of multiple data sources, Newmedica will focus on three priorities in 2025/26.

These priorities have been selected due to the impact these areas will have on improving the outcomes for our patients. It is worth noting that National guidance recommends that between 3 to 6 priorities are undertaken each year, since attempting to focus on more priorities will impede an organisation's ability to dedicate sufficient time to the improvement work.

The local priorities identified for 2025/26 by Newmedica, including our managed services and our associated OJVs for a Patient Safety Incident Investigation (PSII) can be seen below:

LOCAL PSII's

Patient safety incident type or issue	Planned response	Anticipated improvement route
Incidents associated with patient cancellations (cancellation by patient, cancellation by hospital – patient unfit, inadequate patient assessment).	PSII – either locally led, joint with the support office, or support office led.	Create local organisational safety actions and feed these into Newmedica quality improvement plan.
Incidents associated with the integrity of medical records (paper and electronic) including missing medical notes, notes not containing the relevant information, wrong patient information in notes.	PSII – either locally led, joint with the support office, or support office led.	Create local organisational safety actions and feed these into Newmedica quality improvement plan.

This is not an exhaustive list and the need for a PSII will also depend on:

- The views of those affected, including patients and their families
- What is known about the factors that lead to the incident(s)
- Whether there is evidence that improvement work is not having the intended effect/benefit

- If an organisation and its ICB are not satisfied risks are being appropriately managed.

Therefore, Newmedica and its associated OJVs, may also undertake a PSII on other occasions as deemed necessary.

Each service will undertake one PSII investigations over the year on each of the patient safety categories detailed above, where applicable. If the service does not have any incidents in the above categories, they will not undertake any PSII's.

To maximise learning and improvement, for re-occurring incidents, we will employ thematic reviews to develop a quality improvement plan. Thematic reviews may be OJV led or across the whole of Newmedica and its associated OJVs. The Learning & Improvement Sub-committee will identify those re-occurring incidents that require an organisational thematic review. Individual OJVs will identify local re-occurring incidents requiring a thematic review. See below for a guide of potential incidents requiring a thematic review. This is not an exhaustive list and each OJV will decide on whether a thematic review will assist learning and improvement:

Patient safety incident type or issue	Planned response	Anticipated improvement route
Endophthalmitis – Following an increase in local numbers.	Thematic Review	Create local organisational safety actions and feed these into Newmedica quality improvement plan.
Discharge Incidents – Following a number of local incidents around discharge, where patients had the need to re-refer/contact local OJV.		
Medication Incidents – Following an increase in medication errors locally or across all OJVs.		

All other patient safety incidents will be managed locally, using a suite of tools as detailed in Newmedica PSIRF Policy.

Each service will have a minimum of two members of staff trained up to be Learning Response Leads. The majority of the Clinical Quality & Patient Safety support office team will be trained up as learning response leads to further support service's undertake PSII's.

For any patient safety incident not meeting the PSII national or local criteria, we will use appropriate and proportionate responses as outlined in PSIRF. Lesser harm incidents will be managed locally within each service with support, if required, from the Clinical Quality and

Governance team. All incidents should be reported on InPhase and professional or statutory duty of candour considered. Other response methods include:

- **Swarm Huddle:** Initiated as soon as possible after an event, a multi-disciplinary discussion. Colleagues swarm as quickly as possible, to gather information about what happened and why it happened using the SEIPS framework (Systems engineering initiative for patient safety). Decisions are made on what needs to be done to reduce the risk of the same thing happening in future.
- **After Action Review:** A structured and facilitated discussion of an event, giving colleagues involved an understanding of why the outcome differed from that expected and the learning identified to assist improvement. This generates insight from various perspectives of a multi-disciplinary group and can be used for both positive outcomes and patient safety incident learning.
- **Multi-Disciplinary Learning Event:** Supports teams to learn from patient safety incidents that occurred in the past and/or when it is more difficult to collect colleagues' recollections of events. Through open discussion (and other approaches like observation & walk through), the learning event identifies contributory factors and system gaps that impact on safe patient care.
- **Thematic Review:** A thematic review may be useful for understanding common links, themes or issues within a cluster of investigations, incidents or patient safety data. Themed reviews seek to understand key barriers or facilitators to safety.