

The Quality Review Service

Facilitated Workshops.

Case Study – Local Eye Health Networks

The Quality Review Service (QRS) offers a range of supportive programmes to help organisations improve quality. QRS is best known for its peer to peer reviews. However a number of circumstances mean that peer to peer review may not always be the best approach to quality improvement.

These workshop approaches are described as an alternative to standards based or formative peer reviews.

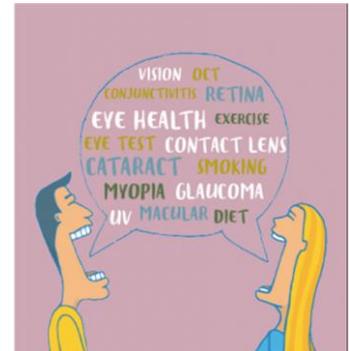
They all have the approach of engaging clinical and leadership teams in describing how pathways and services could be improved, encouraging clinicians to develop a coproduction approach to improvement.

Improving Eye Health Systems: Shropshire, Telford and Wrekin Local Eye Health Network.

Why did we do it?

The Local Eye Health Network (LEHN) were seeking an opportunity to help to develop the emerging LEHN and its vision for quality, and to support work towards an agreed single vision across Shropshire, Telford and Wrekin for eye health care. Developing clear agreement between teams on roles and responsibilities, and for sharing good practice. The process was led by the LEHN Lead.

In order to give clinical teams the opportunity to identify improvements and change approaches, it is important that the voices of the three main provider groups of eye healthcare in Shropshire, Telford and Wrekin were heard, and engage them in shaping how eye health service provision in the area could be improved.



How did we do it?

The three distinct groups of clinicians involved in the pathway of patients with eye health problems are:

- Acute Ophthalmology service providing specialist care in the acute hospital setting.
- Community Ophthalmology Service, providing a predetermined range of services for patients outside an acute hospital setting.
- Optometrists, providing clinical care and advice to patients through local optical practices.

QRS also facilitated a patient engagement group to hear the views and experiences of those using the services.

We also contacted GPs from across Shropshire, Telford and Wrekin to explore their experiences of eye care services

Many of the events with clinicians were held out of hours to minimise the impact on clinical care. It is a tribute to the commitment to improvement by clinical and management teams that they took time to join these events.

We held individual events with each clinical team to allow them to express their views and thoughts in a 'safe space'. Here we shared feedback on patient experience and discussed opportunities. We encouraged table top debate to explore perceptions of blockages and improvements that would improve care.

Teams were encouraged, in groups, to explore the following questions



- What is good about the service we provide, what do we want to keep and what adds value?
 - *designed to explore what is valued and what should remain in any change to services or delivery.*
- What can we develop that is already good and could become better, or sub-optimal that could become good?
 - *designed to explore those areas that, with a little effort or focus, can be improved.*
- What needs to change about the way we operate to become more effective?
 - *explores those areas where clinical teams already recognise a need for improvement.*
- What does not add value or is poor practice that should be stopped?
 - *identifies roles or tasks that no longer hold value or now provide suboptimal care.*
- What can partners in other services do differently that would add value, and why would they?
 - *explores understandings of the motivation for change and what is needed to engage other groups.*

We then brought all these themes together in a single workshop to which all three provider groups were invited, to explore what our engagement had told us. We invited them to sense check individual themes and consider collectively how this could be used to improve the provision and care for people with eye health conditions in the context of developing an effective local eye health network.

Importantly, while the outcomes from the process was used to shape pathway improvements; some changes were being made before the workshop was over. One senior clinician told another group 'I hadn't realised that was a problem, it's an easy change to make and we will do it straight away'

What did we get from it?

The emerging work on local eye health network in Shropshire, Telford and Wrekin has identified a range of opportunities, including:

- Improvement in quality through a joined-up approach to care.
- Greater efficiencies in pathways and care systems
- A collective approach to problem solving and improvement.
- Opportunity for sharing good practice
- Forum for support and learning.

The clear message from clinicians and managers involved in all aspects of eye health in Shropshire and Telford and Wrekin is that a network approach is widely supported as a mechanism to drive clinically-led improvement and they:

- want to work together
- want a high-quality service
- want to act on feedback and improve
- see a value in joint working and partnership
- understand that coproduction has great value
- want to input to improvements and redesign.

These workshops are a robust way of bringing clinicians and managers together from different services and teams to facilitate focused improvement and change.

To talk to us about this approach for your teams contact qrs@nhs.net or 0121 612 2146.

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