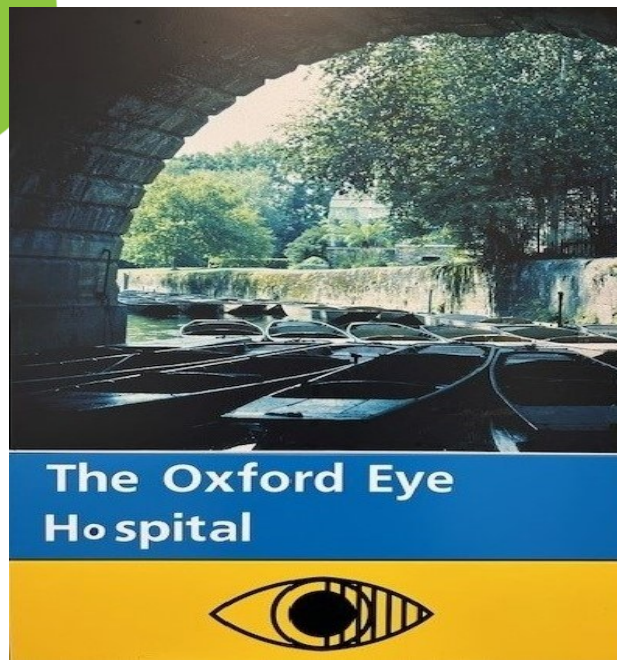


The Oxford Eye Hospital at the John Radcliffe Hospital Enter and View Report



September 2024



Contents

1.	Visit details	3
2.	What is Enter and View?	4
3.	Summary of findings.....	5
4.	Recommendations.....	7
5.	Service response to recommendations.....	8
6.	Report: Visit to the Oxford Eye Hospital on 23rd April 2024.....	16

Acknowledgements

Healthwatch Oxfordshire would like to thank all the people we spoke to and heard from, and all the staff at the Oxford Eye Hospital at the John Radcliffe Hospital, for their support and contribution to the Enter and View visit.



1. Visit details

1.1 Details of Visit

Service Address	The Oxford Eye Hospital at the JR Hospital
Service Provider	Oxford University Hospital NHS Foundation Trust (OUH)
Date and Time	23rd April 2024, 10am to 1pm
Authorised Representatives	Amier Alagab, Katharine Howell
Visit Status	Announced
Contact details	01865 520520 Healthwatch Oxfordshire

1.2 Disclaimer

Please note that this report relates to findings observed on the specific date set out above. Our report is not a representative portrayal of the experiences of all service users and staff, only an account of what was observed and contributed at the time.

2. What is Enter and View?

As the local Healthwatch for Oxfordshire, we have statutory powers under the Health and Care Act 2012, and Local Government and Public Involvement in Health Act 2007, to carry out **'Enter and View'** visits to local health and care services.

Under this legislation, Enter and View visits can be made to any premises where health and social care is publicly funded – such as hospitals, residential homes, GP practices, dental surgeries, optometrists and pharmacies.

Through an Enter and View visit we collect evidence of what is working well and identify how patient experience could be improved. We use what we hear and see to report to providers and others with recommendations to inform change for health and care services we visit.

2.1 Purpose of the visit

- To observe how the facility operates and provides its services.
- To collect views from patients, volunteers and staff on services.
- To identify 'Best Practice' and highlight any areas of concern.
- To report what we see and hear to improve the quality of health and care services.

2.2 Strategic drivers

- The Healthwatch Oxfordshire Enter and View visit to the Oxford Eye Hospital at the JR Hospital is part of a number of visits to a range of services within Oxford University Hospitals NHS Foundation Trust (OUH).
- These visits were planned and implemented in 2024 – 2025 with full support from OUH.

3. Summary of findings

During our visit to the Oxford Eye Hospital at the JR Hospital we heard from 30 patients and 10 staff members. Please note these findings represent a portrayal of what we observed and heard about the experiences of the service users and staff on the day that we visited.

Signage and information

- The hospital was welcoming, accessible and easy to navigate. There is a welcome sign at the main entrance, and staffed reception area.
- The Eye Emergency Department opens at 08:30 and closes at 16:30 for patient arrivals. The main Outpatients Department opens for patient appointments at 08:00 and closes at 17:30. There is a poster on the doors to the eye hospital stating the department opens at 08:00. These doors are shut and locked until this time.
- There is clear directional signage from the main entrance and inside the JR Hospital to the Eye Hospital.
- The information boards had been cleared for a review (they were marked with a sign explaining this).
- There were lots of leaflets about eye conditions displayed in the waiting rooms.
- There were no translated information or leaflets on display in the hospital's main reception or at the other waiting areas.
- There was a poster about OUH complaints/comments/compliments in the reception/waiting area. There is a stall advertising MyVision Oxfordshire in the corridor to the Eye Hospital. (This is a desk manned, at times, by volunteers from MyVision Oxfordshire. They are there to offer advice and guidance to patients affected by vision loss. Since the visit this advisory desk has moved to within the main waiting area of the Eye Hospital to be more visible to patients.)

The general environment

- The Eye Hospital is clean, feels well run and has a busy atmosphere.
- It was clean and tidy despite the space constraints of the building.
- The space at the hospital, although tight, was efficiently organised across all the building.

- The waiting rooms were not big enough in some areas. The design and layout of the patient's waiting room is crucial for maintaining family's confidentiality and ensuring a comfortable environment for those waiting.
- The environment is enhanced with bright and colourful displays of art.
- The lack of parking spaces for staff and patients can lead to difficulties, including the risk of missing appointments.
- The public telephone was not working and blocked by hospital equipment.
- A suggestion box is not available for visitors and family members to give feedback, comments or complaints.
- Comments from patients about the hospital environment, cleanliness, temperature, efficiency of the services, were positive.

Patient and staff feedback

- The Eye Hospital was busy, well-led, with a highly skilled, caring and committed staff team, who aim to provide excellent care and ensure that patients feel valued during their time in the hospital.
- Patients had praise for the hospital staff and valued the care and support they received.
- Most patients felt that communication with health care staff had been good, and most felt able to ask questions about their care and have them answered in a way they could understand.
- Patients valued staff input and care and support – they told us staff were caring, committed and friendly.
- Patients feel able to raise concerns with the staff team about their treatment and eye care directly. However, some patients were not aware of how to formally give feedback, leave comments or make a complaint.
- Staff value the open and accessible management style. They felt that career development and professional training was supported.
- Staff recruitment, cover and remuneration was noted as one of the challenges faced, as well as impact of staff workload and stress, for example, at busy times.

4. Recommendations

- Given the increasing demands on eye care services, it is crucial for the Oxford Eye Hospital to assess its current space capacity to effectively meet the needs of its patients and the community it serves.
- Clear information about opening times and operational hours is essential for ensuring that visitors and patients can readily access the service.
- Providing real-time waiting information through digital screens could improve patient experience and alleviate waiting time.
- Parking issues remain a challenge for patients – ongoing advice and support to patients on managing this continues to be a priority.
- Undertake regular maintenance and monitoring of the public telephone.
- Ensure translated materials for patients are available.
- Provide clear information on how to give comments and feedback. No feedback or suggestion box is available at the reception.
- The Care Quality Commission report should be displayed as per the attachment:
<https://www.cqc.org.uk/sites/default/files/2015024%20Guidance%20for%20providers%20on%20meeting%20the%20regulations.pdf>



5. Service response to recommendations



Healthwatch Report following the Oxfordshire Healthwatch Enter and View Visit on 23 April 2024 to the Oxford Eye Hospital, John Radcliffe Hospital, Oxford.

Dear Veronica and Amier

Thank you again for undertaking the Enter and View Visit on 23 April 2024 and for the report which was extremely helpful. We wanted to take the opportunity to thank you for your findings. We have discussed these findings with the leads in the area and have developed a plan below, which I hope will provide you with the assurance you require. The team have also found some points for accuracy, which are outlined in **Table 1**, below, and the Oxford Eye Hospital team would be grateful if the report could be amended to reflect these changes.

Page no.	Healthwatch report	OUH comment for factual change
Page 5:	1- The Eye Hospital opening hours are from 8:30am – 6pm, but there were no signs indicating this information.	<p>The Eye Emergency Department opens at 08:30 and closes at 16:30 for patient arrivals. The main Outpatients Department opens for patient appointments at 08:00 and closes at 17:30.</p> <p>There is a poster on the doors to the eye hospital stating the department opens at 08:00. These doors are shut and locked until this time.</p>



<p>Page 5:</p>	<p>There is a stall advertising MyVision Oxfordshire in the corridor to The Eye Hospital.</p>	<p>This is a desk manned, at times, by volunteers from MyVision Oxfordshire. They are there to offer advice and guidance to patients affected by vision loss. (Since the visit this advisory desk has moved to within the main waiting area of the Eye Hospital to be more visible to patients.)</p>
<p>Page 11:</p>	<p>1. Sight Advisory Desk</p>	<p>This is no longer the sight advisory desk (formerly delivered by Oxfordshire Association for the Blind). Since April 2020 this has been the nurse’s station where medications to take home are issued. My Vision Oxfordshire now have a separate information/advice desk within the main outpatient area (it was outside the department at the time of the visit). We have requested the Estates Team to remove the signage above the area.</p>
<p>Page 12:</p>	<p>2. The Orthoptics and Visual Fields area can be accessed via the main entrance of the Western Eye Hospital, with wayfinding signage provided to guide visitors to the first floor and directly to the Orthoptics and Visual Fields area.</p>	<p>This is not accurate. Suggest changing to: The Orthoptics and Visual Fields area can be accessed via the main entrance of the Oxford Eye Hospital, with wayfinding signage provided to guide visitors directly to</p>



		the Orthoptics and Visual Fields area.
Page 12:	3. Patients were given sticker labels indicating which area or team they were seeing to help them navigate the hospital	In addition to this purpose, the stickers are used to enable staff to identify which clinics patients are allocated to so they can support and guide them appropriately.
Page 14:	4. There is a stall advertising MyVision oxfordshire in the corridor	This is a desk manned, at times, by volunteers from MyVision Oxfordshire. They are there to offer advice and guidance to patients affected by vision loss. (Since the visit, this advisory desk has moved to within the main waiting area of the Eye Hospital to be more visible to patients)
Page 14:	5. There was a health and wellbeing board on display, with topics on general wellbeing.	There was a health and wellbeing board on display in the staff room, with topics on general wellbeing.
Page 15	6. Staff picture	Could the names be blurred before publication of the report? Staff have not consented for their photos or names to be published.
Page 20:	7. This was in digital form, there were no paper feedback forms provided	Paper versions of the 'Friends and Family' Test were available by reception
Page 20:	8. Patient's feedback was displayed on a visual 'tree' poster.	The poster in the staff room is for colleague-to-colleague expression of gratitude - 'the gratitude tree'



Page 20:	9. The opening times are not displayed	There is a poster on the doors to the eye hospital stating the department opens at 08:00. These doors are shut and locked until this time.
Page 20:	10. (under photo) Patient Comments 11.	Expressions of colleague-to-colleague gratitude.
Page 22:	12. We spoke to patients across different departments; from the main waiting room, out-patients department, Ophthalmic Urgent Assessment Suite, Optometry care services, Orthoptics, Ophthalmology and intravitreal injection suite.	We spoke to patients across different departments; from the main waiting room, out-patients department, Eye Emergency Department, Optometry care services, Orthoptics, Ophthalmology and intravitreal injection suite.

Table 1: Factual Accuracy

Table 2, below, show the project objectives with the completion timescales and the specific action plan developed from the Enter and View visit on 23rd April 2024.

Healthwatch Recommendation	Trust action	Timescale
13. Given the increasing demands on eye care services, it is crucial for the Oxford Eye Hospital to assess its current space capacity to effectively meet the needs of its patients	The department commenced a review of the space used for optometry and ophthalmic imaging to determine if improvements can be made both in terms of space utilisation, patient flow and patient experience.	31 March 2025 TBC



Healthwatch Recommendation	Trust action	Timescale
<p>and the community it serves.</p>	<p>Oxford Health are planning further development of the Wantage Community Hospital which will enable the Oxford Eye Hospital to increase clinical activity at this hub. In turn this will release space at the John Radcliffe based department.</p> <p>The Oxford Eye Hospital leadership team will continue to scope opportunities to increase clinical activity at the Horton General Hospital for patients in the north of the county.</p> <p>The Oxford Eye Hospital will continue to undertake additional clinics at the weekends</p>	<p>Ongoing</p> <p>Ongoing</p>
<p>14. Clear information about opening times and operational hours is essential for ensuring that visitors and patients can readily access the service.</p>	<p>The Eye Emergency Department Opening times are indicated on the Oxford Eye Hospital section on the Trust Website.</p> <p>A sign on the doors when the department is closed informs attendees that the department opens at 08:00. This will be updated to include further detail about hours of service.</p> <p>The Oxford Eye Hospital will include all hours of service on its section on the Trust Website</p>	<p>Ongoing</p> <p>30 September 2024</p> <p>30 September 2024</p>
<p>15. Providing real-time waiting information through digital screens could improve patient experience and</p>	<p>Due to the way in which clinics run (i.e. patients having diagnostic tests as well as seeing clinicians and some patients needing to see a consultant rather than a trainee doctor or allied health</p>	



Healthwatch Recommendation	Trust action	Timescale
<p>alleviate waiting time.</p>	<p>professional), it is often difficult to provide accurate waiting times.</p> <p>Providing real-time information electronically would be labour intensive as it would require a member of staff to constantly assess each clinician’s (up to 16 individuals in outpatients) delays and then electronically enter this into the display system.</p> <p>The nurse in charge of the outpatients’ areas will continue to update patients as to the approximate waiting time for each subspecialty clinic half-hourly.</p> <p>In the Eye Emergency Department, it is very difficult to provide accurate waiting times to patients. This is because of constantly reprioritising patient’s dependent on the threat of loss of vision for each attendee, i.e. a patient may be ‘next’ to see a clinician, but another patient may arrive who needs more urgent treatment. In addition, until a patient is seen, it is not possible to predict how long they will be with the clinician.</p> <p>The nurse in charge of the Eye Emergency Department will continue to provide approximate waiting times.</p> <p>Information on the Oxford Eye Hospital section of the Trust website as well as posters/leaflets will be updated to explain to patients how the Eye Emergency Department</p>	<p>Ongoing</p> <p>Ongoing</p> <p>31 December 2024</p>



Healthwatch Recommendation	Trust action	Timescale
	works to better manage expectations around waiting times.	
16. Parking issues remain a challenge for patients – ongoing advice and support to patients on managing this continues to be a priority.	<p>The is information available regarding travelling to and parking on the hospital site on the Trust Website.</p> <p>Wherever possible, the Oxford Eye Hospital will see patients who may arrive late due to challenges with travel and parking.</p>	<p>Ongoing</p> <p>Ongoing</p>
17. Undertake regular maintenance and monitoring of the public telephone.	<p>Prior to the telephone developing a technical issue, it was very rarely, if ever used. The phone has been decommissioned and a request made to have it removed. There is free Wi-Fi in the department so patients can use their own phones. For those without, staff will continue to support them to use the phone at the nurse’s station.</p>	Complete/ongoing
18. Ensure translated materials for patients are available	<p>All Trust-produced patient information leaflets include information on how to get information in alternative languages etc: <i>“If you have a specific requirement, need an interpreter, a document in Easy Read, another language, large print, Braille or audio version, please call 01865 221473 or email PALSJR@ouh.nhs.uk”</i></p> <p>The Oxford Eye Hospital will liaise with the Trust Patient Experience Team to ensure the standards for all patient information meet the expected standards for</p>	<p>Ongoing</p> <p>31 December 2024</p>



Healthwatch Recommendation	Trust action	Timescale
	accessibility and will take any actions required.	
19. Provide clear information on how to give comments and feedback. No feedback or suggestion box available at the reception.	<p>As part of the notice board re-fresh, there will be improved information on how to give comments and feedback.</p> <p>A suggestion box has been sourced and will be place by reception, along with the Friends and Family paper forms for patients and visitors to complete.</p>	<p>31 December 2024</p> <p>30 September 2024</p>

Table 2: Action plan

Thank you once again to you and the Healthwatch team for the visit and the detailed and thoughtful report. We would very much welcome a further Healthwatch Enter and View visit in early 2025 as we greatly value our partnership, and we are keen to continue focusing on providing an effective and welcoming experience for our patients.

With best wishes

Andrew Carter
Deputy Chief Nursing Officer

***The amendments as requested in table 1 have been made to this report.**

6. Report: Visit to the Oxford Eye Hospital at JR Hospital on 23rd April 2024

Methodology

We follow Healthwatch England guidelines for Enter and View visits. The steps below summarise the process:

- **Plan:**
 - Appoint an Enter and View lead for the visit.
- **Communicate:**
 - Inform the provider of the visit, and relevant details including the purpose, date, time, estimation of how long it will take, how many people will be carrying out the visit, and the name of the lead person.
 - Prepare visit posters including the purpose of the visit, time and date, and dispatch these to the provider for display, so that people using the service are clear why the visit is taking place.
 - Include information about how members of the public can contact Healthwatch Oxfordshire if they are not able to when the visit is taking place.
- **Prepare:**
 - Prepare resources such as surveys and questionnaires.
 - Identify any requirements for special support necessary to facilitate the visit such as access or security. This must be done before the visit, as you may be refused entry.
 - Meet with the service provider before the visit.
- **Report:**
 - On completion of the visit a draft report is shared with the service provider requesting comments on factual accuracy and responses to any recommendations within 20 working days.
- **Follow up:**

The final report is published on Healthwatch Oxfordshire website and shared with the Care Quality Commission (CQC) and service provider.

The visit took place from 10am to 1pm on 23rd April 2024 with two trained Enter and View representatives.

During the visit, the team were able to spend time observing the daily work of the Oxford Eye Hospital, noting the general environment such as cleanliness, comfort, and information displays, and to speak to both parents and staff.

Additional question sheets, with FREEPOST envelopes for return, were left with staff and parents for comment and feedback.

Service background

The Oxford Eye Hospital is run by Oxford University Hospital NHS Foundation Trust (OUH), based at Level LG1, John Radcliffe Hospital, Headington, Oxford OX3 9DU.

The Eye Hospital departments include:

- Eye emergency
- Ophthalmic specialties
 - ✓ Cataract
 - ✓ Glaucoma
 - ✓ Medical Retina and Genetics:
 - ❖ Genetics Specialist Clinic
 - ❖ Diabetic Retinopathy
 - ❖ Macular Degeneration
 - ✓ Neuro-ophthalmology
 - ✓ Ocular Inflammation (Uveitis):
 - ❖ Adult
 - ❖ Children
 - ❖ Uveitis Specialist Nurse
 - ✓ Oculoplastic
 - ✓ Paediatric Ophthalmology
 - ✓ Vitreoretinal
- Optometry
- Orthoptics
- Outpatient appointments

More details about the Oxford Eye Hospital can be found at <https://www.ouh.nhs.uk/eye-hospital/>



Sight Advisory Desk

This is no longer the sight advisory desk (formerly delivered by Oxfordshire Association for the Blind). Since April 2020 this has been the nurse's station where medications to take home are issued.

My Vision Oxfordshire now have a separate information/advice desk within the main outpatient area (it was outside the department at the time of the visit). They have requested the Estates Team to remove the signage above the area.

There were separate small waiting areas available adjacent to each department, and at some of these waiting areas all seats were occupied by patients.

Access and signage

The entrance to the Eye Hospital marked with signs overhead, instructing patients and visitors to keep to the right and follow the signs to their specific destination, such as the Orthoptics area or the Eye Emergency Department.

The Orthoptics and Visual Fields area can be accessed via the main entrance of the Oxford Eye Hospital, with wayfinding signage provided to guide visitors directly to the Orthoptics and Visual Fields area.

Additionally, color-coded vinyl on the floor is used to direct people to the right waiting areas, and there is an animal footprint pattern on the floor leading to the orthoptics area, providing visual cues to assist with navigation.

The hospital environment

The atmosphere of the eye hospital was quite busy. Staff were welcoming, and staff-patients' interactions were friendly.

The reception was supported by three to four members of staff when we arrived, behind a clear plastic barrier, with an intercom/speaker to help people communicate. This sometimes meant you could hear people's conversations with reception staff from elsewhere in the waiting area.

The eye hospital has taken measures to provide clear guidance to different areas within the facility.

Face masks and hand sanitisers are available at the main reception and other waiting areas.

The atmosphere at the hospital changed throughout the day. Some parts of the day were quiet, whereas others very busy, based on clinic timings. Despite the influx of people, the atmosphere felt well-organised. Patients were given sticker labels indicating which area or team they were seeing to help them navigate the hospital.

In addition to this purpose, the stickers are used to enable staff to identify which clinics patients are allocated to so they can support and guide them appropriately.

There is no natural light, and the ceilings are low, but it was well lit and did not feel overly enclosed. The matron explained that some patients struggle with bright light whereas others need it. In some areas there was art on the walls. Chairs were comfortable and in good condition.



There was a television and children's chairs in the orthoptics area.

The hospital was very busy, and the service run well by professional staff and with clear teamwork.



Art on display



Vending Machine

Two vending machines are available at the main reception/waiting room.

Information on display

The information boards had been cleared for a review (they were marked with a sign explaining this).

There were lots of leaflets about eye conditions displayed in the waiting rooms. We did not see any translated information or offer of this. There was a poster about OUH complaints/comments/compliments in the reception/waiting area. There is a stall advertising MyVision Oxfordshire in the corridor to the eye hospital.

There was a health and wellbeing board on display, with topics on general wellbeing.

There was a health and wellbeing board on display in the staff room, with topics on general wellbeing.



Health and Wellbeing Board

The consultation rooms/clinic rooms were well equipped and tidy.

There were staff pictures displayed in the Orthoptics area, but we did not see them anywhere else at other departments – likely because of the redevelopment of the information boards.

The staff room is too small in comparison with the number of staff on the day – the matron said that as a result, many of the staff eat lunch at their desks.



Staff Room



Public Telephone



There is a public telephone located near the sight advisory desk at The Oxford Eye Hospital which is currently not in use due to a technical fault. Hospital equipment blocks access to the phone and may also affect the use of the fire extinguisher in case of emergency.



Waiting area for hospital transport patients

The presence of four to five reserved seats for individuals using the NHS-funded non-emergency patient transportation service reflects a commitment to ensuring accessibility and support for those with specific mobility or medical needs. The seats are highlighted by clear signage, at the main reception area.



Research poster on display



Leaflets on display

A separate area for patients with a guided dog is available with drinking water facility for dogs.



Assistance Dog's drinking water

A small area is set aside as a 'children's play area'.



Children's Play Area.

There were many posters on display at the clinic, and information leaflets and toys for children.



Art on Display

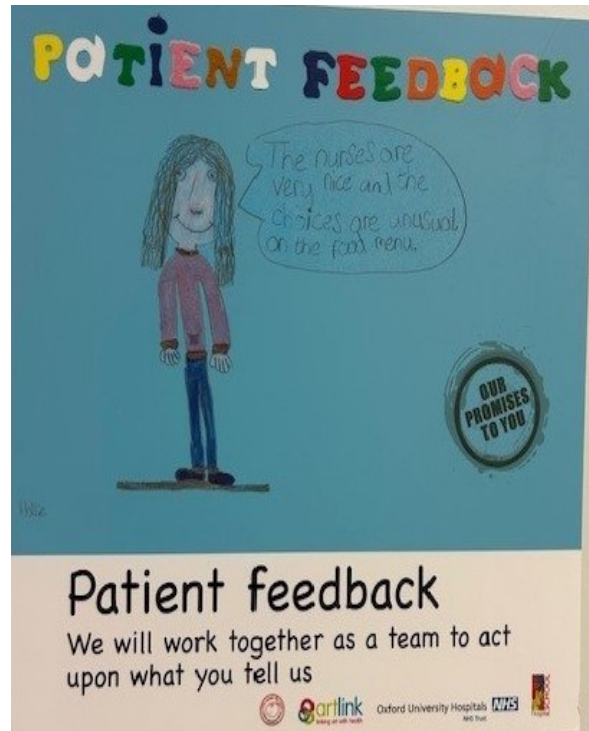
Integrating art on the walls that reflects care, compassion and patient safety in a manner that attracts children is a meaningful initiative that contributes to a supportive and welcoming environment within the hospital.

A comments and complaints procedure were on display about how to give feedback or raise a concern.

Paper versions of the 'Friends and Family' Test were available by reception. The poster in the staff room is for colleague-to-colleague expressions of gratitude – 'the gratitude tree'.



How To Comment



Patient feedback



Colleague-to-colleague gratitude



Patients feedback

In all we heard from 30 patients/family members on the day, representing a range of ages.

We spoke to patients across different departments; from the main waiting room, out-patients department, Eye Emergency Department, Optometry care services, Orthoptics, Ophthalmology and intravitreal injection suite.

Patients expressed high level of appreciation for the support and care they receive at the Eye Hospital, which is indicative of the excellent care and support being provided. They commented on the positive impact of effective communication and collaboration on patient experiences and the quality of care. They valued support from the staff team.

Patients praised and thanked the staff team. They said:

'The staff are brilliant, explaining things, they've been very thorough.'

'The staff are amazing – you just ring them, and they say you can come in the same day, but they say if there's going to be a long wait. They're super friendly, really efficient. There are crazy queues but it's worth waiting for. The whole thing functions really well – it's smooth and well-coordinated.'

We asked patients to tell us about accessing the department

They told us:

'I come every six months. Parking is a bit of a nightmare. The care is fine, they look after me really well. The waiting is manageable. It's a bit difficult with a walking stick but my son helps me. If I had an issue, I'd talk to reception.'

'I cycled here so I'll just have to walk my by bike home.'

'The staff are friendly, they're informative, nothing's too much trouble, so I don't feel rushed.'

We asked patients to tell us about the communication about their eye care and the information they received for their visit.

They said:

'I have communication issues and they're very patient.'

'I came from A&E, they sent a porter with us to show us the way. We saw the nurse quickly, after about an hour, then had a scan. It would be good to have a bit more information about how long you'll be waiting – there are waiting times for each sub-waiting area but it's not clear which area they refer to and it's on the other side of the waiting area. The care is good.'

We heard:

'I came as an emergency two weeks ago, that was nice, I felt listened to and heard. Most of the time I get the information I need, sometimes I feel rushed.'

We asked patients to give ideas for improvement:

We heard:

'It would be nice to see the same person and have that continuity.'

Parking was the main area for improvement:

'The car park is terrible.'

'There is always a problem parking, last time I had to park in the staff parking and got a ticket, but you have to drive because it's two buses to get here.'

Some would also like more communication about waiting times.

'It would be good to have a bit more information about how long you'll be waiting – there are waiting times for each sub-waiting area but it's not clear which area they refer to and it's on the other side of the waiting area.'

Staff feedback

We received feedback and comments from 10 members staff in total, representing a cross section of roles within the hospital.

Every member of staff we spoke to was friendly, approachable and helpful, especially during a busy day at the clinics.

The positive attitude expressed by the staff members regarding their work in the eye hospital was truly inspiring. They genuinely valued the interactions they had with the patients, understanding the importance of providing not only medical care but also a sense of comfort and support.

Staff told us that the present management are open to suggestions and feedback.

Staff commented that they felt listened to and able to make suggestions on the hospital. They felt that their concerns would be taken seriously.

What is the best thing about the job?

Staff told us they are happy in their job, and we heard that they valued interactions with patients and caring roles:

'Seeing patients and making them better and supporting them on their journey. I have a very engaged team who are passionate about helping the patients to reduce blindness in Oxfordshire.'

'The people in my team and other colleagues I get to work with. Some patients especially if regulars and interesting equipment and pathologies.'

'Giving the best care for those who are so anxious about their condition.'

'I get to help people from different cultures backgrounds and countries. Also using my skills to impact on service delivery and teaching my colleagues.'

What are the challenges staff raised?

We asked staff to tell us about any frustrations or challenges with their work.

Comments included:

'Resource limitations-finance, space, staff that impact on being the best we can be. Overcrowding, waiting times also the stress of traffic and finding parking. People losing jobs due to traffic to Oxford and cost of living.'

'The waiting time, patients' waiting's times especially in the eye emergency. We see more patients with less doctors mostly the wait comes from patients waiting to be seen by the doctors.'

'Lack of staff to a level that we are cutting services, processes are long winded-accessing training, burnt out staff and travel in Oxford a challenge as well as parking which is a huge issue.'

'Budgeting constraints that limit quality improvement.'

'When witnessing patients struggle with their vision related challenges, especially if we can't provide an immediate resolution.'

'Ophthalmology have lost 1/3 to 1/2 of the operating therapy we had pre COVID to other specialists. Overcrowding and lack of capacity in outpatients leading to cancellations and delays in treatment for chronic eye disease especially glaucoma. Poor infrastructure.'

'Cancellations (patients turning up to cancelled appointments, patients waiting longer than usual for transport (SCAS service)).'

'This is a national problem with Ophthalmology. Cataract surgery has been rapidly outsourced to the independent sector which has been very destabilising to the NHS departments and has damaged training and financial stability. I am deeply concerned about the impact on patients' risk of sight loss particularly to those who are poor or vulnerable.'



Are staff happy to raise concerns?

Staff told us:

'Yes, free to raise issues within my directorate. However, nothing really changes – NHS issues as a whole.'

'Yes, we are always encouraged to bring ideas that will impact service delivery. And yes, it may or may not be taken as managers have discretions to use.'

'Yes, there is a clear organisational structure for raising concerns. Suggestions are listened to but due to financial constraints, not always taken forward.'

'Yes, I have escalated to highest levels in the trust and do feel listened to, but they seem powerless to act or to change anything. The risks are getting worse since April and strict financial controls have been implemented, so we cannot run additional sessions due a lack of funding.'

How would staff think the organisation and service they provide could be improved?

We heard:

'We need off site injection hub and diagnostics hub to manage chronic eye conditions. Urgently need more theatres for non-cataract work. New electronic medical records for Ophthalmology. Urgent review of risks in glaucoma and medical review.'

'Our Eye Hospital is under extreme pressure. All staff do an amazing job, and I am proud to work here. But we are short staffed which causes delays and impacts on our patient's experience. Investment in staff is key. Better progression pathway for existing staff and opportunity I am sure would improve recruitment and retention.'

'Lots of staff with titles that have no idea what they do – layers of management and too many meetings that don't resolve anything.'

'Lip service to well-being most stressful part of the day is getting parking.'

'Complete overhaul of what we are able to provide with limited resource.'

'Review of roles and responsibilities – people with titles of 'project leads' but only action comes back to middle managers that are usually in clinic.'



What suggestions did staff make?

Staff suggestions included:

- Staff meetings four times a year.
- A lot needs to be done regarding staff welfare for example housing, finances, transportation, and traffic in Oxfordshire.
- Due to challenges with traffic and then parking on site stress levels are high before even starting a very challenging job. *'I am for this reason looking forward to leaving the organisation in 2-3 years - I am not alone in feeling this.'*



Healthwatch Oxfordshire – our friendly staff are here for you to help answer questions or give you information on health and care services in Oxfordshire. If you need more information or advice, call us on **01865 520520** from 9am-4pm Monday to Friday.

To find out more about Healthwatch Oxfordshire please see **www.healthwatchoxfordshire.co.uk**

If you would like a paper copy of this report or would like it in a different format or language, please get in touch with us:



01865 520520



hello@healthwatchoxfordshire.co.uk

