

LOCSU Business Plan

2014 – 2015

Our role

The LOC Central Support Unit (LOCSU) is a not-for-profit organisation that provides practical support and strategic advice for Local Optical Committees (LOCs) Local Eye Health Networks and (LEHNs) in England to help them address local needs by:

- improving eye health and preventing visual impairment through supporting high-quality primary ophthalmic services*
- working with NHS Commissioners, Health and Wellbeing Boards and other providers to deliver integrated local eye care services focused on patients and outcomes at best value*
- enhancing and promoting clinical leadership at all levels in the sector, including effective two-way communication between the national optical bodies and local optical communities*

Our plan for 2014 -15

Our work this year is designed to set us firmly on the road to achieving the strategic aims in our new Strategic Plan 2014-17, and to ensure we continue to deliver a high quality service across our range of core functions. Progress against the activities will be reported to and monitored by the Board throughout the year.

Our continuing core business involves responding efficiently and appropriately to enquiries from LOCs, LEHNs, and commissioners, and delivering high quality advice and support.

A comprehensive governance review will be commissioned this year since the organisation has now reached a certain stage of maturity.

We will also develop a people strategy as part of continued investment in our people, their learning and development, their working environment and the information systems and infrastructure that support them.

Our strategic aims

The Strategic Plan 2014–17 introduces seven strategic aims which set our direction for the next three years. These will allow us to enhance and expand on our core work. The activities set out below are the main pieces of work we will undertake to help us achieve our aims during 2014-15.

Strategic aim 1.1: To support and enable LOCs to negotiate and enable their members to deliver primary eye care services at a local level

| Objective | Planned outcome | Measure (if applicable) | Target Date |
|---|--|---|----------------|
| Provide support and expertise to LOC Companies to enable them to successfully bid for community services contracts | Achieve success in 100% of AQP or competitive tender bids for services based on core competencies of optometrists and opticians | Number of successful bids verses total number of bids submitted | June 2015 |
| | Achieve success at the PQQ stage in 100% of competitive tenders for services that require specialist skills and/or collaboration with other professional groups | Number of successful PQQs verses total number of PQQs submitted | June 2015 |
| | Achieve preferred bidder status in 50% of competitive tenders for services that require specialist skills and/or collaboration with other professional groups | Number of tenders where preferred bidder status was achieved versus number of tenders submitted | June 2015 |
| Scope and develop pathways and service models with other stakeholders for glaucoma and wet AMD shared care, and eye care for vulnerable groups e.g. homeless people | Pathways and service models for glaucoma shared care are produced and launched in 2014 | Pathway launched within desired timescale | March 2015 |
| | A pathway for eye care for homeless people is produced and launched in 2014 | Pathway launched within desired timescale | March 2015 |
| | Pathways and service models for wet AMD shared care are produced and launched in 2015 | Pathway launched within desired timescale | June 2015 |
| Assess the viability of establishing a sector led provider to bid for and deliver Diabetic Eye Screening Programmes utilising optical practices | An expert project group is established to develop a delivery model to be tested on live tenders | Project group in place and bids submitted | June 2014 |
| | Feedback and learning from early bids submitted is utilised to refine the proposed delivery model to achieve success at the PQQ stage in future tenders | Success at PQQ stage achieved | March 2015 |
| | The overall project is evaluated to determine whether it is feasible to continue pursuing to achieve preferred bidder status | Project evaluation submitted to LOCSU Board in time for March 2015 meeting | March 2015 |
| Further develop the functionality of the OptoManager IT platform to enable LOC companies to meet the need for more integrated services and to deliver more complex models | Choose & Book integration is developed so that GPs can refer to services provided LOC Companies via C&B | Choose & book integration is complete | December 2014 |
| | Triage/referral management functionality is developed so that LOC companies can meet requests from commissioners for such | Triage functionality is complete | December 2014 |
| | The OptoPay solution is improved to provide increased visibility of LOC Company and subcontractor invoices and payments (including escalation of invoices when payments are overdue from commissioners) based on learning from the first 12 months | Feedback from LOC Company finance leads on new version | September 2014 |

Strategic aim 1.2: To raise awareness among commissioners and the wider NHS locally and nationally of the increased role optometrists and opticians can play in delivering community eye care services

| Objective | Planned outcome | Measure (if applicable) | Target Date |
|---|---|---|---------------------|
| Support NHS England to the develop the Call to Action for Eye Health and the Strategic Framework for Primary Care | LOCs engage proactively in the Call to Action consultation | Representation from LOCs and the professions at local events | December 2014 |
| | Having the Call to Action as the theme for the 2014 NOC provides a platform for NHS England to share the early findings and engage the sector in developing the way forward | Delegate feedback at the NOC | December 2014 |
| | The Strategic Framework for Primary Care proposes an increased role for community optometrists and opticians (as a result of the Call to Action) | Content of the Strategic Framework and planned activity to implement it | December 2014 (tbc) |
| Work with LOCs and researchers to collect data on local eye care services and build an evidence base to share at a national and local level | A central data repository for the gathering of evidence from community services is developed | Data repository is in place | June 2015 |

Strategic aim 1.3: To work with the optical confederation and others to raise the profile of eye health nationally and to influence the delivery of eye care services

| Objective | Planned outcome | Measure (if applicable) | Target Date |
|--|---|---|----------------|
| To scope and develop opportunities to raise awareness of eye health and community eye care with the general public | Salix Consulting present the results of initial scoping exercise to the Board | Proposal delivered by Salix on time | September 2014 |
| | A project team is established to take forward Salix's recommendations (subject to Board approval) | Team established within timescale agreed by the Board | March 2015 |

Strategic aim 2.1: To be a reliable source of excellent support and good quality advice for LOCs and LEHNs.

| Objective | Planned outcome | Measure (if applicable) | Target Date |
|---|---|---|---------------|
| To ensure sufficient capacity and expertise is available to provide excellent support for LOCs on a consistent basis | 80% of LOCs surveyed are satisfied or highly satisfied with the support they received from LOCSU and recognise the value of LOCSU | Satisfaction survey of the top one third of LOCs that contact LOCSU most often. | March 2015 |
| The central team to proactively visit all LOCs on a three year rolling basis (starting with LOCs with whom we have had least contact with in the past year) | One third of LOCs receive a visit in the current year | Number of LOC visits | June 2015 |
| Ensure that LEHNs can benefit from LOCSU's expertise and experience in developing community eye health services and are fully integrated with the sector | 60% of LEHN Chairs take up funded places at the NOC and value the conference programme | Percentage of LEHN Chairs that attend the NOC and feedback from those chairs | December 2014 |
| Input into NHS England's primary care policy development work along with the Optical Confederation, through membership of the newly established Policy Development Group for Eye Health | The views of the professions are represented in NHS England's policy development work | Policies are reasonable and proportionate | June 2015 |

Strategic aim 2.2: To support all LOCs and contractors and performers to understand and implement appropriate LOC and LOC company governance

| Objective | Planned outcome | Measure (if applicable) | Target Date |
|---|---|--|---------------|
| Implement an enhanced hosting facility for LOC websites including an online forum | An improved resource is available to LOCs to enable them to communicate and engage more easily with contractors and performers, and with other LOCs | The number of LOCs using the new platform and feedback from those users. | December 2014 |
| Work with LOCs to develop a comprehensive contacts database for all contractors and performers in the area | All LOCs have a comprehensive contacts database for contractors and performers in the area | Percentage of LOCs offered support to develop their contacts database | June 2015 |
| Support LOCs and LOC companies to ensure their activities are fully transparent and that they have the appropriate governance arrangements in place | Training tools and guidance documents are updated to reflect appropriate governance as a key priority | Training tools and guidance documents are in place | March 2015 |
| | LOC model constitution is reviewed in conjunction with NHS England | Updated model constitution is agreed with NHS England | June 2015 |

Strategic aim 2.3: To facilitate regular and effective communication across LOCs and between LOCs and the optical confederation and the wider eye health and commissioning community

| Objective | Planned outcome | Measure (if applicable) | Target Date |
|--|---|---------------------------------|---------------|
| Develop and implement a refreshed Communications Strategy | Our communications plan fully reflects our refreshed Strategic Plan and the objectives of LOCSU and the Optical Confederation | Board approval | December 2014 |
| Support further development of the Ophthalmic Public Health Network and it's promotion | The OPHN is managed in-house with a dedicated 'champion' to develop a more vibrant and interactive online community | Number of (active) OPHN members | June 2015 |

Strategic aim 2.4: To provide a range of valuable training and development for LOC officers, committee members and emerging talent to ensure all areas have effective local representative bodies

| Objective | Planned outcome | Measure (if applicable) | Target Date |
|--|---|---|----------------|
| Provide a range of core training products for LOC officers and committee members online | Induction training for LOC officers and committee members available online | Delegate feedback | September 2014 |
| | Training module for LOC treasurers available online | Delegate feedback | December 2014 |
| Developing online training modules for LOC company clinical governance and performance leads and finance leads | Training module for LOC company clinical governance and performance leads available online | Delegate feedback | June 2014 |
| | Training module for LOC company finance leads available online | Delegate feedback | September 2014 |
| Develop and deliver an NOC programme that is highly rated by delegates | NOC attendance has increased compared to 2013, and delegate feedback on the programme is positive | Number of NOC delegates and feedback from delegates | December 2014 |