

# National Optical Conference (NOC) 2019

Workshops Summary and Action Plan

June 2020



## NOC 2019 Workshops Summary and Action Plan

The theme of NOC 2019 was to understand and debate the changing NHS and how LOCs could engage with the reform agenda. Delegates heard keynote presentations from NHS speakers Matt Neligan, Director for Primary Care Commissioning and Transformation at NHS England and NHS Improvement and Professor James Kingsland, OBE describing the proposed changes.

The proposals have been interpreted for the optical sector as follows:

From (historical and existing NHS)	To (post-transformation NHS)
Trust dominance	Greater provider diversity
GP dominated primary care	Other primary care more prominent
Paper and fax	E-referrals
Treatment	Prevention
Sight testing	Sight testing, additional care delivery and monitoring
HES dominated	Community focused
Urban focused workforce	Diversified workforce across all sectors
Fragmented commissioning	National pathways
No IT	Integrated IT/Spine
Refraction/retail perception	Clinicians
Two-tier care	Closer integration
Siloed provision	Multi-disciplinary teams
Direct to practice extended care	Single contract via PECs
Monitoring in hospital	Monitoring in community
Little/no referral feedback	Better feedback
7m+ ophthalmology outpatients	30% outpatient reduction

Following the keynote presentations and an on-stage panel discussion, delegates participated in interactive breakout workshops covering 6 topics:

1. How can LOCs engage with the emerging Primary Care Networks (PCNs)?
2. Within a reformed NHS structure, what support do LOCs require from LOCSU?
3. What could LOCSU look like in the future?
4. How should clinical pathways develop within the reformed NHS?
5. Would LOC regional forums be a useful development?
6. How can LOCs engage with Integrated Care Partnerships that are evolving out of the current Sustainable Transformation Partnerships (STPs)?

There was an excellent level of participation in the workshops, which generated a significant amount of ideas and suggestions. These have been summarised into a list of Suggested Activities and a resulting LOCSU Action Plan.

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– Chair of Barnet, Enfield, Camden & Haringey LOC



## Suggested activities

(The corresponding workshop number is shown after each activity, as some activities were suggested in more than one workshop).

- Operational support and advice to LOCs around PCN Engagement (1,2)
- PCN engagement toolkit, including information that can be communicated to PCNs about the primary care offer (1,2)
- Continued expansion, innovation and development of clinical pathways, especially those that take pressure from GP practices (1,3,4)
- Support LOCs in local pathway redesign and share best practice to support a standard model clinical pathway (4)
- Drive and own the development and delivery of healthy living services in Optical Practice (4)
- Look at all opportunities across the NHS with a view to understanding how optical practice can become involved (4)
- Comprehensive IT connectivity (1,6)
- Commissioning and negotiation support (2)
- Communication support and education (2)
- Specific committee structure and succession support (2)
- Strategy, support and guidance on how LOCs should engage with PCNs and the wider reformed NHS (3)
- Full transparency across all LOCSU activities (3)
- Retain local focus by supporting LOCs locally (3)
- Facilitate the coming together of LOCs through regional and national forums to foster a single voice (3)
- Ensure LOCSU and Regional Forums act as listening organisations (5)
- Regional Forums should build on regional experience (5)
- Regional Forums must foster local links and collaborations but without diminishing LOCs' local influence (5,6)
- Regional Forums to be democratic with equal status for all LOCs regardless of size, with a strong and clear constitution (5)
- Regional Forums must ensure that communication is central and works both outwards from the Regional Forum and inwards from LOCs (5)
- Regional Forums must have agreed programme of work that would not be influenced or affected by government or NHS changes (5)
- Regional Forums must be formed within a framework that has a National Structure above a Regional Structure (5)
- Regional Forums should not be dictated to by any organisation (5)
- Regional Forums must not isolate any LOCs (5)
- Recruit more Optical Leads and attend more meetings. Strike balance between facilitation and guidance as well as local and national approaches (3)
- Build on improved Comms by maintaining what is good whilst also engaging with new channels such as Instagram (3)
- Become the one coherent single voice of optometry nationwide (3)
- Undertake horizon scanning in order to prepare the sector for future developments (3)
- Maintain and develop Training and Resource support (3)
- LOCSU must drive the work to capitalise on the opportunities that are available but also be aware of and address the challenges with NHS Transformation (6)

## Action plan summary

The suggested activities which can be progressed under LOCSU's remit have been summarised into an action plan.

The action plan splits into two broad sets of activities – What and How:

- What – projects and activities will LOCSU engage in?
- How – will LOCSU go about these activities? What are the ways of working that will underpin the projects and activities?

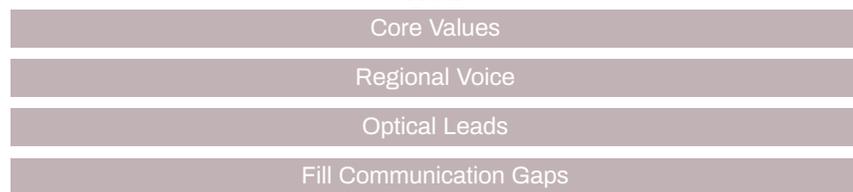
Overview of Action Plan structure, including What and How activity groupings



### What



### How



## Detailed Action Plan

### What

#### 1. Tools

A set of tools which LOCSU will develop and provide to LOCs. Some of these are existing tools which will be maintained/improved, others are new initiatives to be developed.

#### Engagement Toolkit

- Create a suite of materials to support LOCs to engage with PCNs/ICs outlining strategic and operational support

#### Clinical Pathways

- Continued expansion, innovation and development of clinical pathways, including healthy living services within scope
- Ensure pathways are promoted and available to LOCs

#### Case Studies

- Create a series of Case Studies to share best practice

#### LOC Digital Capability

- Launch LOC online web design and hosting in 2020
- Funding support for LOC domain/email

#### Resource Library

- Develop a web-based resource library of LOCSU and best practice external guidance

#### LOC Needs Analysis Tool

- Support LOCs to act on outcomes from use of tool to date
- Continue to develop the tool to ensure it encompasses emerging topics

## **2. Support Services**

Support services available for LOCs:

### **Commissioning and Negotiation Support**

- Hands-on resource support to be provided via Optical Leads

### **Review/develop Training provision**

- Review existing resources, identify gaps and create further resources (online materials, courses etc) in line with LOC needs

## **3. Partnership Projects**

Projects which LOCSU will endeavour to influence partner organisations to progress, offering supporting resource as required.

### **IT Connectivity**

- Work with other sector representative organisations to engage with the NHS with the aim of facilitating full IT connectivity

### **Student Engagement**

- Partner with other sector organisations to increase understanding of the NHS Reforms, and implications for optical professionals, to students

## **4. Constitution and Funding**

### **Review LOC Constitution**

- Review all LOC committee guidance to ensure it encompasses emerging topics and if required launch a constitution consultation during 2020

### **Review Funding Model**

- Review LOCSU funding arrangements/model

## **How**

### **5. Core Values**

LOCSU to identify a set of core values to underpin our way of working. Initial inputs are:

- Transparent – maintaining transparency of activities
- Local – as the Support Unit for Local Optical Committees, ensure a local focus is retained
- Listening – LOCSU is a listening organisation which exists to serve LOCs

### **6. Regional Voice**

- Facilitate LOCs to develop a regional voice to engage with NHS structure by testing regional forums to facilitate connections between regional LOCs, within context of core values
- Provide support as requested by participating LOCs – eg. facilitation, communication, performance structures

### **7. Optical Leads**

- Optical Leads to be more overtly positioned as a resource for LOCs to call on as and when needed.
- Optical Leads team to be expanded so that sufficient resource is available
- Optical Leads to find a balance between facilitation and guidance as appropriate to each LOC and the particular situation

### **8. Fill Communication Gaps**

- Create 'Introducing LOCSU' presentation for 2020 AGMs covering LOCSU background and governance
- Increase visibility of LOCSU Board via 'Meet the Board' communications throughout 2020
- Evaluate existing/new communication channels eg. Instagram

## What

**Tools**

- Commissioning Toolkit
- Clinical Pathways
  - Case Studies
- LOC Digital Capability
  - Resource Library
- LOC Needs Analysis Tool

**Support Services**

- OL Commissioning and Negotiation Support
- Review/develop training offer

**Partnership Projects**

- IT connectivity
- Student Engagement

**Constitution and Funding**

- Review LOC constitution
- Review funding model

← Detailed Action Plan structure

## How

**Core Values**

- Develop and work to a set of core values including transparent, local and listening

**Regional Voice**

- Facilitate regional connections to engage with NHS structure
- Provide support as requested

**Optical Leads**

- Position more overtly as a resource for LOCs
- Increase size of team

**Fill Communication Gaps**

- Improve understanding of LOCSU structure, role and Board
- Review/develop communication channels

### Next steps

LOCSU is currently putting a project plan in place to track delivery of this action plan. LOCSU will report back to LOCs on progress via regular communication channels including monthly newsletters and AGMs.