



**Moorfields  
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NHS Foundation Trust



**RECORDING IN PROGRESS**

**Annual General Meeting 2023**  
4 October 2023

Laura Wade-Gery, chair



# House rules – Annual General Meeting

- This meeting is being recorded and will be posted online for those who could not attend – please leave your camera off if you do not want to be seen.
- Please stay muted with your camera off for the presentation. Please only unmute and turn your camera on (if you wish to do so) if you are invited to speak.
- There will be a chance to ask questions after the AGM presentation and again after the Oriel presentation. You will be invited to put your hand up but can ask your question in the chat if you're more comfortable
- Please contact Jayne Pickard ([Jayne.pickard2@nhs.net](mailto:Jayne.pickard2@nhs.net)) if you have any technical problems during the meeting.



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**Annual General Meeting 2023**  
4 October 2023

Allan MacCarthy, vice-chair of Moorfields council of governors





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**Annual General Meeting**  
4 October 2023

**Review of 2022/3**

Dr Martin Kuper, chief executive



# Why Moorfields matters

- People's sight matters
- Increasing burden of disease
- Biggest outpatient speciality
- People are suffering avoidable sight loss
- We have more people thinking about eyes than anyone else



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## What Moorfields does

**Working together to discover, develop and deliver excellent eyecare, sustainably and at scale**



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# Working together



# Moorfields Education

- 69% more courses, 250% more students
- Return of face-to-face practical courses
- Growth of hybrid courses
- More self-paced online courses added



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# Develop



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# Moorfields Eye Charity and Oriel



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# Moorfields Eye Charity's impact

- Investing in innovations in research, patient care and training
- Changing lives of patients at Moorfields and elsewhere



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# Moorfields Eye Charity - Thank you to all our supporters

- Philanthropy is critical to making Oriel a reality with over £72.5 million raised in capital commitments so far
- £31.7 million income raised over last three years
- **Thank you to all our supporters**



# A record year of investment



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# Discover - Research breakthroughs



**Optic neuritis**



**Reusable lenses**



**Keratoconus**



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# Deliver



**Jon Spencer, chief operation office**  
**Jonathan Wilson, chief finance officer**

# Performance – patient activity

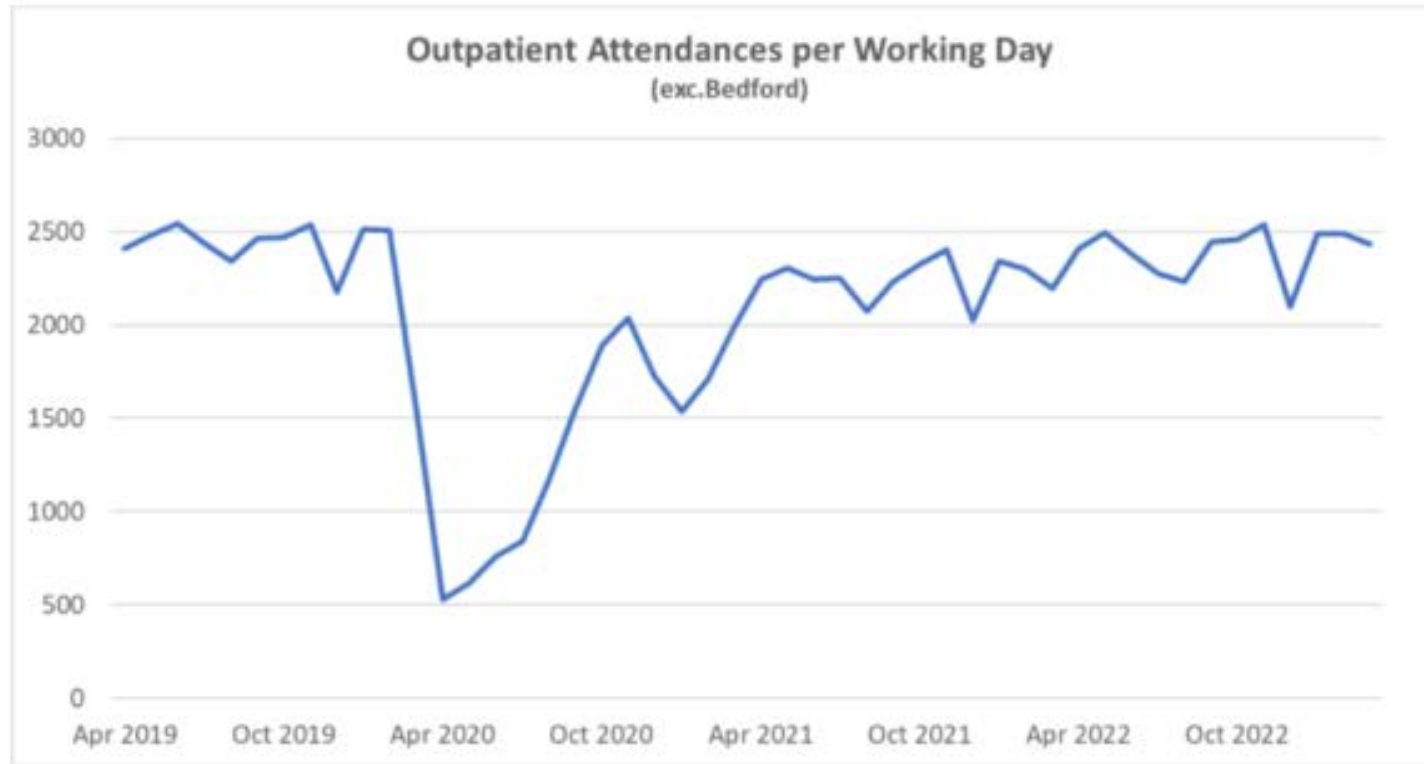
	Activity		
Point of delivery	2021/22	2022/23	Change
A&E	61,404	70,166	+14.2%
Inpatient day case	31,272	34,401	+10.0%
Inpatient elective (planned)	856	957	+11.8%
Inpatient non-elective (unplanned)	2,089	2,397	+14.7%
Outpatient	567,553	601,376	+6.0%
Grand total	663,174	709,297	+7.0%



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# Performance back to pre-pandemic levels



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## Performance – A&E and cancer targets

- 99.4% of A&E patients seen within 4 hours
- All cancer targets achieved



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# Financial performance

£ million	2020/21	2021/22	2022/23
NHS income	193.6	215.8	224.5
Private patient income		37.2	40.8
		283.8	296.4
Surplus for the year	5.4	19.4	6.7



## Commercial divisions – London

London	2021/22	2022/23
Surgery	7,933	7,464
Outpatients	37,252	44,879



## Commercial divisions - UAE

Dubai	2021/22	2022/23	% incr
Surgery		3,163	
Outpatients			

Abu Dhabi	2021/22	2022/23	% incr
Surgery		1,054	44.6%
Outpatients			



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**Moorfields  
Eye Hospitals UAE**  
A branch of Moorfields London



# Sustain



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## Scale - Innovation into practice



**Laser treatment for glaucoma**



**Diagnostic hubs**



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# Recognition and leadership in ophthalmology

- Louisa Wickham is the first national clinical director for eye care
- Twelve in this year's Power List, two in top 10
- HSJ Partnership and HSJ Safety awards for digital initiatives
- Joyce Amanor is an RCN Rising Star
- Pete Thomas is chief clinical information officer of the year



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## Media coverage

- Media – 680 separate stories reach of over half a billion impressions, equivalent to £15m in paid-for advertising (Source: Onclusive)
- Regularly sharing expert advice on eye care to support public health – e.g. advice for safety around Bonfire Night was covered across 25 media outlets.



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**Mail**Online  
**Evening Standard**



the  
**Ophthalmologist**



# How Moorfields does it – our values



**Excellence, equity and kindness**

## Excellence - Quality of services

- We met or exceeded every one of the 28 clinical core outcome standards
- Friends and Family approval rating over 90% for all services



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## What patients said - excellence

“ From the moment we arrived, the staff were attentive, professional and personable. They put us at ease and made us confident about the treatment. They explained everything in a straightforward manner, and you could see and feel the passion they all have for their jobs. An exemplary team. ”

“ Very skilfully executed operation, with a revolutionary sight experience the following morning. Faultless and superb from nurses to anaesthetist. ”



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# Pathway to Excellence



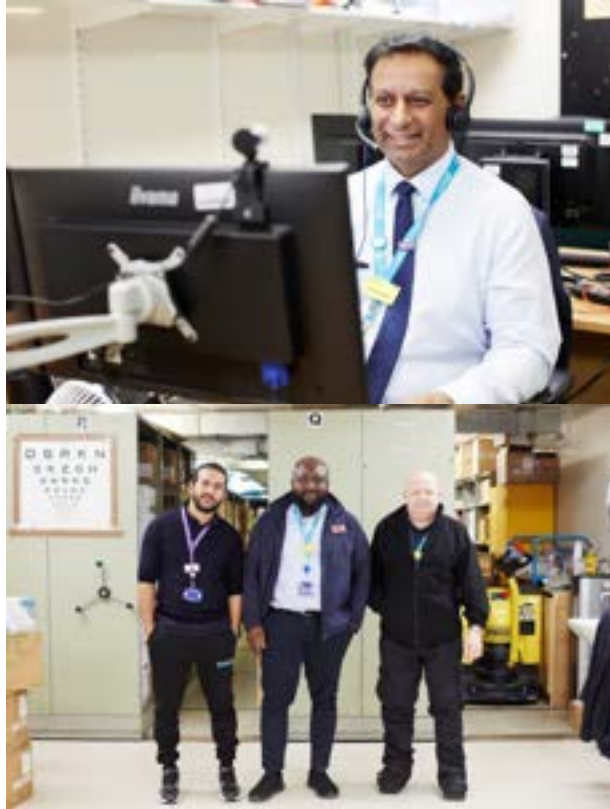
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## What patients said - equity

- “K answered all my mum ‘s other questions she had, helping her to understand her results, and included mum's support in the conversation.”
- “My 12 year old son burst his cornea in February 23. This was particularly traumatic for A as he has ADHD and autism, he won't travel outside our hometown and anything new causes him great anxiety ... Aside from his obvious medical abilities, the doctor was extremely patient, kind, reassuring, supportive and completely 'got A'. I sincerely believe that A has been able to deal with his trauma due to him knowing that the doctor was there for him...He made A feel safe, which has been instrumental in his recovery. We cannot thank him enough.”

# Equity - Staff experience



- Last year's staff survey showed areas to improve
- **Recognition** – Intranet Recognition forums; Moorfields Stars - over 500 nominations
- **Always learning** – New learning and development brochure; meaningful appraisals project;
- **Safe and healthy** – Active Bystander training (625 staff to date); revamp of freedom to speak up process underway



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# Equality, diversity and inclusion



- Both our staff survey and recent tribunal findings tell us we need to do better
- Networks strengthened and new co-chairs appointed
- Career sponsorship programme
- Reasonable adjustment guidance
- EDI assessments integrated into all projects
- NHS rainbow badge assessment



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## What patients said – kindness

“ I was treated like a family member “

“ The whole team was so professional, kind and helpful. They made me feel confident and relaxed before surgery. “

“ Her calm personality put me at ease, my mother was in good hands. “

“ Incredibly understanding and empathetic, a good listener, I've left feeling more positive about my future, despite my loss of vision. “



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# Friends of Moorfields



# Thank you



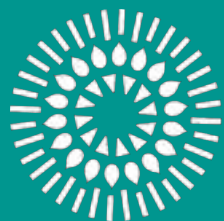


# Any questions?



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# Oriel

Creating the centre for  
advancing eye health

## Oriel update

October 2023

Jon Spencer, senior responsible officer, Oriel



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INSTITUTE OF  
OPHTHALMOLOGY



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# Site progress update (1)

- 11 July 2023 – Oriel breaking ground ceremony on the site of our new centre for eye care, research and education in Camden.
- The event marked the end of Phase 1, which included site preparation, demolition and enabling works. Site activities are available online at <https://youtu.be/V-37UDPvAjY>
- 221,635 cumulative hours worked onsite to date!







A construction method of stripping and crunching was used to reduce noise and vibration.

## Site progress update (2)

- Oriel is now transitioning to Phase 2 basement construction and substructure works, with work on ground source heat pump bore holes, piling and below ground services planned through to the end of this year.
- MOLA worked alongside BYUK to identify and record locations of the Camden workhouse foundations. MOLA will be hosting a public talk on the Oriel archaeological dig on 24 October, 6-7pm, at the Camden Local Archives and Studies Centre.



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# Engagement priorities for the months ahead

- Three-day Stage 4 design showcase/ exhibition in early 2024 for all staff, students and patients.
- Moorfields Eye Charity aim to host an evening event to update donors on the build progress.
- Preparations are in place for the trust to move to the new site in 2027.



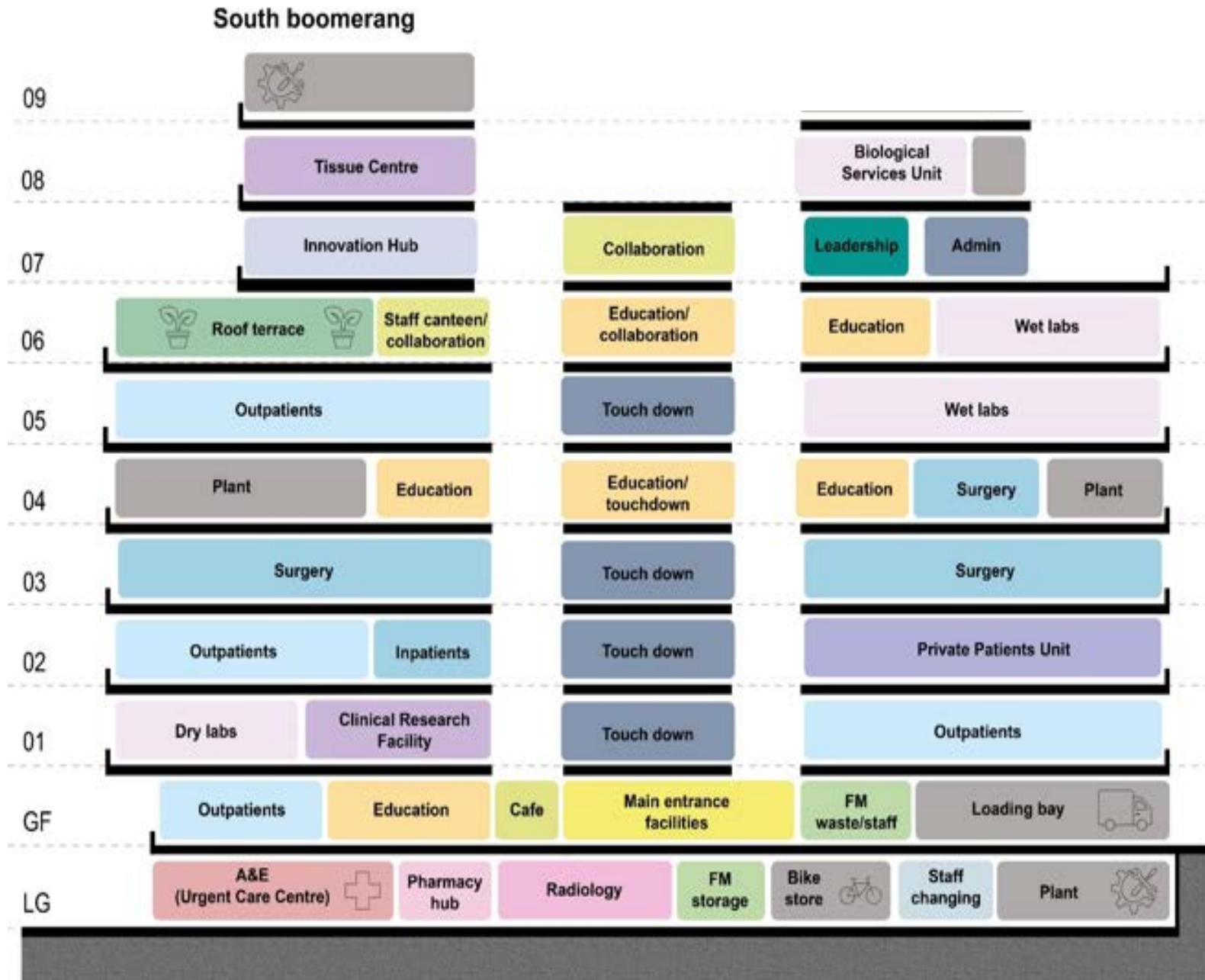
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# Design progress (1)

- The image to the right shows the location of each department across the floors and 'boomerangs' of the new centre, which aims to enable closer integration and collaboration and better patients experience.
- Research innovation will flourish to improve eye care for patients worldwide.





## Design progress (2)

- In June, an engagement event was held to test the façade materials and understand how people with different visual impairments experience the look of the building.
- We have and will continue to engage with our advisory group members on this state-of-the-art co-designed building as we progress through stage 4 design.



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“Oriel is more than just a building – it will be a centre of international excellence for clinical care, research and education all under one roof. Patients are at the heart of the centre’s design.

“Every patient’s needs are unique and can change over time. The Oriel advisory group is helping to shape the programme so it meets the diverse needs of patients, visitors and carers.”

**Emily Brothers**

Oriel advisory group chair



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# Any questions?



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**Thank you for attending Moorfields annual general meeting**

The presentation and a recording of the meeting will be posted on [www.moorfields.nhs.uk](http://www.moorfields.nhs.uk)



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