

# Achieving our Vision



# Welcome



Welcome to the 2008 Moorfields annual review, which summarises some important areas of our work during 2007/08. These are covered in greater detail in our annual report and accounts, available via our website at [www.moorfields.nhs.uk](http://www.moorfields.nhs.uk)

Moorfields enjoyed success on several fronts during 2007/08, treating more patients and making excellent progress towards reducing waiting times to within 18 weeks of referral. We also opened a new outreach centre at Bedford Hospital, and a facility in Dubai, which will complement our commercial activities in pharmaceuticals and for private patients.

Our strong track record on research also continued, and will be bolstered further as a result of our membership of Europe's largest academic health science

partnership, UCL Partners, announced in August 2008.

Although the year has not been without its challenges too, I am confident that the commitment of our expert staff to continue to improve the world-class service we provide to our patients puts us in a strong position to address these, and to build on our many successes as we go forward.

**Rudy Markham**  
Chairman

## Who we are

Moorfields was founded in 1804 and is one of the largest centres for ophthalmic treatment, teaching and research in the world, as well as the oldest. More patients come to Moorfields than to any other eye hospital or clinic in the UK because of our world-famous reputation, based on the expertise of our clinical staff and the cutting-edge research that we undertake.





**Moorfields' expert staff are committed to continuing to improve our world-class services.**

Moorfields' main focus is the treatment and care of NHS patients with a wide range of eye problems, from common complaints to rare conditions, which require treatments not available anywhere else in the UK. We treat people at our main hospital base in London's City Road and at 11 other sites in and around the capital.

We run the largest ophthalmic research programme in the world with the UCL Institute of Ophthalmology, and are

also a postgraduate teaching centre. More than half of the ophthalmologists practising in the UK today, and many more overseas, were trained by us.

In addition, Moorfields manages three commercial businesses – Moorfields Private, Moorfields Pharmaceuticals and Moorfields Eye Hospital Dubai – whose net profits are used to enhance and develop care for NHS patients.

# Our performance

In 2007/08, Moorfields recorded more than a quarter of a million outpatient attendances, almost 60,000 A&E attendances and nearly 25,000 admissions, making this a record year for patient activity.

## Meeting national targets

Moorfields exceeded the interim milestones for the national priority target to treat all patients within 18 weeks of referral from their GP. We also ensured that no one waited for more than four hours in A&E and maintained our excellent record on avoiding MRSA infections, which remain at zero.

Where we did less well, improvements are now being made. A programme is in place to ensure that all cancer patients are treated within national standards and, so far in 2008/09, we have recorded no breaches of the cancer targets. We are also improving our processes for booking patients in for treatment to reduce patient delays and frustration while waiting for appointments.



## Solid financial performance

Financially, we exceeded our plan for 2007/08, recording a surplus of £2.2 million. Crucially, as an NHS foundation trust, we can reinvest any surplus to improve services for our patients.

The majority of our clinical income comes from the NHS primary care trusts that commission services from us, but it is further augmented by our commercial activities in pharmaceuticals and for private patients, who now include people being treated at Moorfields Eye Hospital Dubai, which opened in July 2007.

The Dubai hospital, part of a large medical complex, employs 28 staff, including three consultants who specialise in retinal, corneal and oculoplastics diseases. It opened slightly later than planned, but the number of patients has increased steadily ever since and is expected to continue to do so in the future.

Moorfields Pharmaceuticals, our trading arm for the manufacture of pharmaceutical products, did especially well in 2007/08, enjoying rapid growth on the back of strong promotional and marketing activity.

Moorfields Private, located on, and adjacent to, the City Road hospital, with additional facilities in Wimpole Street, also had a good year. The unit exceeded its financial targets and received positive patient satisfaction feedback at the same time as increasing both inpatient and day-case admissions.

## Where the money comes from and how we spent it – 2007/08



Income	£ million
Clinical – NHS	66.0
Clinical – private patients	9.0
Research and development	6.1
Other income	5.5
Moorfields Pharmaceuticals	5.0
Education and training	3.5
Charitable and other contributions	1.5
<b>Total income</b>	<b>96.6</b>

Expenditure	£ million
Premises	7.0
Establishment expenses	1.8
Transport	1.6
Net interest	0.3
Clinical supplies and services	7.6
General supplies and services	4.7
Drug costs	3.9
Depreciation and amortisation	4.2
Public Dividend Capital dividends	1.8
Other costs	3.1
Staff pay	58.4
<b>Total expenditure</b>	<b>94.4</b>

A more detailed analysis of our financial performance in 2007/08 is available in our annual report and accounts, which can be downloaded from our website at [www.moorfields.nhs.uk](http://www.moorfields.nhs.uk)

# Improving our services

Moorfields is recognised locally, nationally and internationally for the quality of our clinical care, thanks to our ability to recruit and retain clinical staff of the highest possible standard.

Our capsule rupture rate – an accepted complication rate of cataract surgery, the most common operation performed in the NHS – is considerably lower than figures collected in national audits.

Similarly, our single operation success rate for retinal detachment – a relatively common cause of sudden blindness – stands at 84.4%, compared to the 63.8% for similar patients elsewhere recorded in a recently published European trial.

## Expert eye care closer to home

In September 2007, we opened a new outreach centre at Bedford Hospital. Moorfields' outreaches, of which there are now 11 in and around London, enable more people to be treated by our specialist clinicians much closer to home.

## Maintaining infection control

Moorfields has an excellent track record in avoiding MRSA and Clostridium Difficile infections, with no recorded cases in 2007/08.



Our infection control team continues to introduce new initiatives to ensure that this record is maintained.

A deep clean programme was undertaken during 2007/08 and a new system of cleanliness monitoring was introduced in all clinical departments. Weekly cleanliness inspections and hand-washing hygiene audits are also routinely undertaken in all areas.

**We continue to introduce new initiatives to maintain our excellent track record on infection control.**

### A better experience for patients

We are always keen to hear from patients about their care and to use this valuable feedback to improve our services.

Moorfields gathers patient opinions through a patient survey, mystery visitor audits and our new electronic tool, the patient experience tracker. The tracker allows patients to tell us what they think while they are at the hospital and provides a simple and effective way for us to capture and analyse many views.

We also gain valuable information through our Patient Advice and Liaison Service (PALS) and from formal complaints, of which we receive relatively few – out of some 350,000 episodes of care in 2007/08, Moorfields received just 320 formal complaints, with most relating to non-clinical issues.

Feedback from patients has led us to make on-the-day pre-assessment more widely available for patients who require surgery. Such assessments mean that most patients do not need to return for an additional appointment before their operation.

## Our outreach centres

- Bedford Hospital
- Ealing Hospital
- Homerton Hospital, Hackney
- Mayday Hospital, Thornton Heath
- Mile End Hospital, Whitechapel
- Northwick Park Hospital, Harrow
- Potters Bar Community Hospital
- St Ann's Hospital, Tottenham
- St George's Hospital, Tooting
- Upney Lane Health Centre, Barking
- Watford General Hospital



# New cures and treatments

Moorfields' expert staff work closely with colleagues at the UCL Institute of Ophthalmology to develop new cures and treatments for a range of eye conditions.

We are one of just 12 sites nationally to be recognised as a National Institute for Health Research (NIHR) biomedical research centre for translational research, which enables us to attract extra funding to support our research programmes.

We also recently announced our involvement in Europe's largest academic health science partnership, UCL Partners, along with University College London and four other leading London hospital trusts. The new partnership aims to produce more world-class research in key areas, including ophthalmology, and deliver the benefits more rapidly to patients.

## World's first gene therapy for inherited blindness

Researchers from Moorfields and the UCL Institute of Ophthalmology achieved a landmark for gene therapy technology in April 2008, which could have a significant impact on future treatments for eye disease.

The results of a trial – the first of its kind in the world – to test a revolutionary gene therapy treatment for a type of rare inherited blindness showed that the experimental treatment is safe and can improve sight.

The trial involves young patients with Leber's congenital amaurosis (LCA), for which no effective treatment is currently available. The team are now trialling the technique in younger patients, where they hope to achieve even better results.



## Treatments in action



Eighteen-year-old Steven Howarth benefited from significantly improved night vision following ground-breaking gene therapy treatment. Picture courtesy of BBC News.

### Helping people with low vision

As well as headline-grabbing pioneering research, Moorfields' staff also work on many projects to ensure that patients receive effective support to deal with their eye conditions.

Our researchers recently established that training beyond a single one-hour hospital consultation with an optometrist does not significantly improve patients' ability to use medical devices for low vision.

Another study developed and evaluated an audio CD-based eccentric viewing training system for people with macular disease to use at home. Usually, such training involves as much as 12 hours of contact time, and is not widely available in UK hospital-based low-vision clinics. Our research demonstrated improvements in patients' abilities following the home-based training, suggesting that an audio CD-based system for use at home could be useful where formal training is not available.

**“Showing for the first time that gene therapy can work in patients with eye disease is a very significant milestone, which paves the way for the development of such approaches for a broad range of eye disorders.”**

Robin Ali – Professor of human molecular genetics,  
UCL Institute of Ophthalmology

# Supporting our staff

Moorfields' staff are our greatest assets, so supporting them is crucial to our ability to provide high-quality patient care and to undertake leading-edge research. We employ around 1,300 staff in a range of professions both at our main hospital base in London's City Road and at our 11 outreach centres in and around the capital.

## One of Britain's top employers

In 2008, for the third year running, Moorfields was named in the Corporate Research Forum/*Guardian* Britain's Top Employers list. We are one of only two NHS trusts to feature on the list, which also includes major organisations such as Cadbury Schweppes, L'Oréal and Shelter.

We were also included again in the *Nursing Times*' top 100 list of the best places to work as a nurse.

## Improving working lives

Our Improving Working Lives (IWL) group aims to support staff in achieving a good balance in their working lives.

In 2007/08, the group started a programme of visits to our outreach centres, talking to staff, gathering suggestions for change or improvements and looking for areas of good practice.



In the national staff survey, to which 36 per cent of Moorfields staff responded in 2007/08, we scored well in many areas compared to other trusts, including staff attitudes to their jobs and to Moorfields itself. A plan is now being developed to ensure that these good results are maintained and to address those areas where we did less well.

## Learning and development

Moorfields aims to support staff to learn and develop in their current roles and for their future careers so that they are equipped and motivated to offer the best possible service to our patients. In 2007/08, we launched My Learning Centre, an innovative electronic tool, to increase the knowledge and skills of staff.

The centre provides access to information stored on a central database so that staff can view their entire learning and development record and register any external training to create a continuing professional development record.

We also piloted ManageMentor, an online performance support tool for management and team-leading skills, and improved our induction programme, which aims to provide a more welcoming and stimulating introduction to the life and culture of Moorfields.

**“A tangible sense of wanting to care pervades all of Moorfields’ sites... all the staff are motivated by the assistance they can offer to patients.”**

Judges for the 2008  
Top Employers list



# Charitable support

Charitable funds have been crucial to Moorfields since it opened in 1805. Today, such support helps with leading-edge research into the major causes of blindness and enables us to develop new treatments. It also makes it possible for us to buy state-of-the-art equipment and to improve our facilities for patients beyond what is possible within the limits of normal NHS funding.

## Our charities

Three independent charities work together under the umbrella of Moorfields Eye Hospital Charities to support the work of Moorfields Eye Hospital NHS Foundation Trust and to help fund one of the largest ongoing ophthalmic research programmes in the world, in partnership with the UCL Institute of Ophthalmology.

**The Special Trustees of Moorfields Eye Hospital** is an independent charity with a wide remit to support Moorfields' main objectives. It predominantly supports research aimed at providing new treatments, which range from pure research and clinical trials, to rehabilitation for those with sight impairment.

**The Friends of Moorfields** is an active and dedicated body of voluntary fundraisers, whose main aim is to provide extra services and equipment for patients and their visitors. The charity is assisted by more than 100 volunteers, who support Moorfields' work and add to the excellent services provided.

**The Moorfields Eye Hospital Development Fund** is an independent charity principally involved with specific appeals, such as the development of our new children's eye centre, pictured on the right.

“Many of the legacies we receive come from former patients, who are grateful for the care they have received at Moorfields, because they realise that even a small amount can make a big difference.”

Robert Maclaren –  
Moorfields consultant





### A record-breaking year

By the end of March 2008, the charities had received nearly £2.6 million in legacy income, making 2007/08 a record-breaking year.

In addition, the Friends' annual EyeBall raised more than £43,000 for equipment for a new diagnostic suite for research and treatment into age-related macular degeneration. Funding was also provided for several other items of equipment, as well as furniture and soft toys for the new children's eye centre.

### How you can help

There are many ways in which you can support Moorfields' ground-breaking projects or help to improve the comfort and well-being of patients.

As well as making a one-off donation, you might also consider becoming a Friend, leaving us a gift in your will or making a regular donation by standing order.

To find out more, please visit [www.moorfields.nhs.uk/charities](http://www.moorfields.nhs.uk/charities) or call **0845 241 5002**

# Our membership

In 2004, Moorfields was one of the first to become an NHS foundation trust, a new kind of organisation with stronger links to patients and communities and greater independence to develop services in line with the needs of patients and local people. As a foundation trust, we are accountable via elected representatives to our members, who are patients, staff and residents in our local communities.

## Growing our membership

Moorfields has about 11,000 members, an increase of some 3,000 since we first became an NHS foundation trust.

Membership is open to patients, staff and members of the public who live in areas served either by the main hospital at City Road or by one of our outreach centres. All members must be at least 14 years old.

Membership numbers in each of the public constituencies reflect the size of the outreach service provided in the area – for example, our North West London constituency has the most members because it provides two of our largest outreach centres.

In 2007/08, we recruited more staff members when we opened our new outreach centre at Bedford Hospital and we are now recruiting new patient and public members from the area too.

## Representing our membership

Moorfields is led by a board of directors (see back page), accountable to the membership council, or board of governors.

The council includes governors elected by the membership, and representatives from partner organisations. As well as their statutory decision-making powers, our governors participate in a range of activities, including membership development, reviewing evidence for the national Standards for Better Health, and considering business cases. They also sit on several committees to ensure that members' voices are heard in all aspects of Moorfields' work.

The membership council met five times during 2007/08 and held an extraordinary meeting to ratify the appointment of the new chief executive.

## Our membership council

Constituency	Elected governors
Bedfordshire and Hertfordshire	Malcolm Barrow and Jane Colebourn
North East London and Essex	Bill Tidmas and Victor Stone
North Central London	Paul Murphy and John Green
North West London	Patricia Campbell and Brian Watkins
South East London	Christopher Hough and Solomon Parry
South West London	Andrew Hill and Alex Nicholson
Patients	John Bird, Robert J Jones and Michael O'Dwyer
Staff	Alison Davis, Eilis Kennedy, Ali Safiee and Colin Carter
Represented organisations	Nominated governors
London Borough of Islington	Cllr Ruth Polling
Royal National Institute of Blind People (RNIB)	Colin Brown
International Glaucoma Association	Valerie Greatorex
University College London	Professor Peter Mobbs
City University	John Lawrenson
Islington Primary Care Trust	Anna Stewart



## Our board of directors

There have been several changes in recent months to our board of directors, the decision-making body for strategic direction and the overall allocation of resources.

In particular, Moorfields would like to thank Sir Thomas Boyd-Carpenter, who chaired us so ably for seven years, and Ian Balmer, our former chief executive, who moved on in March 2008 after 15 years at the helm. We are also grateful to Maggie Van Reenen, Sarah Watson-Fisher, Ian Knott and Professor Roger Hitchings for their many and various contributions to the Trust over several years.

Current board members are listed in the table below. Together with our foundation trust governors, they provide a wealth of wisdom and experience, which sets Moorfields in good stead for the future.

Position	Name
Chairman	Rudy Markham
Chief executive	John Pelly
Non-executive directors	Deborah Harris
	Sir Roger Jackling
	Professor Phil Luthert
	Andrew Nebel
	Clive Nickolds
	Lesley Potter
Medical director	Mr Bill Aylward
Chief operating and nursing officer	Mark Cubbon
Director of finance	Ian Hollows
Director of research and development	Professor Peng Khaw

Three further directors attend board meetings, but do not have voting rights – director of corporate governance, Sandra Adams, director of personnel, Ken Gold, and director of information technology, Mike Andersson.

For a full list of board members during 2007/08, please see our annual report and accounts for the year at [www.moorfields.nhs.uk](http://www.moorfields.nhs.uk)

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