

Annual review  
**2008/09**



# Welcome to Moorfields

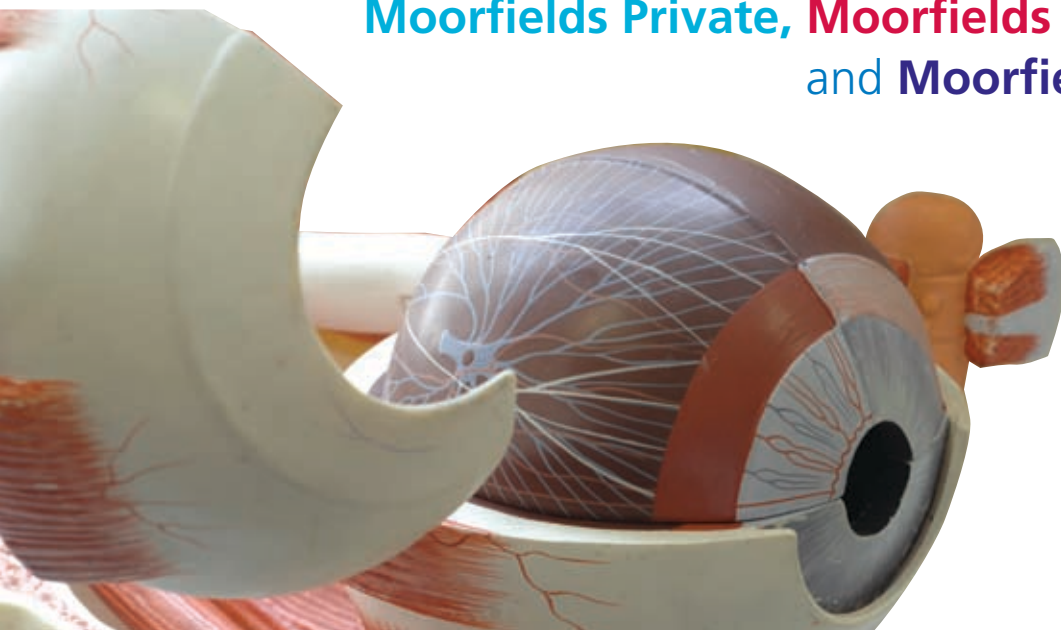
Moorfields is one of the world's leading eye hospitals, providing expertise in clinical care, research and education.

Our 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 12 other sites in and around the capital, which enables us to provide expert treatment closer to patients' homes. Moorfields has contracts with more than 80 primary care trusts across the country, making us a truly national centre for eye care.

We are also a major teaching centre and a national centre for ophthalmic research involving, with the UCL Institute of Ophthalmology, the largest ophthalmic research programme in the world.

In addition, we directly manage three commercial divisions:

**Moorfields Private, Moorfields Pharmaceuticals**  
and **Moorfields Eye Hospital Dubai.**



# We've been busy

## Highlights from 2008/09

### Record numbers of patient attendances

In 2008/09, Moorfields recorded almost 300,000 outpatient attendances in our clinics and 65,000 attendances at our specialist A&E department. We carried out nearly 30,000 inpatient and day-case procedures, more than 7,000 laser treatments and around 4,500 treatment procedures for age-related macular degeneration (AMD).

### A pioneering tradition

Moorfields has provided excellence in eye care for more than 200 years and we continue to be at the forefront of new breakthroughs and developments. We are an integral part of one of the UK's first academic health science centres, UCL Partners, and recently celebrated five years as one of the country's first NHS foundation trusts.

### Cutting-edge research

We continue to make headlines with our ground-breaking research. Along with our partners at the UCL Institute of Ophthalmology, we have the highest measure of scientific productivity and impact in the world for our research activity.

### Solid performance on national targets

- Almost 95% of admitted patients and 98% of non-admitted patients treated within 18 weeks of referral by a GP, exceeding the national targets
- Nearly all patients wait less than four hours in A&E
- No reported cases of either C-difficile or MRSA bloodstream infections to date
- Financial surplus achieved



## Find out more

The annual review is a summary of Moorfields' work during 2008/09. You can find more detail in our annual report and accounts, available on our website at [www.moorfields.nhs.uk](http://www.moorfields.nhs.uk).

# 2 Clinical excellence

Moorfields' experts cover the full range of ophthalmic conditions, from large-volume general diseases to smaller sub-specialties.

The unique case-mix and volume of our larger services means that our surgeons can develop expertise in different areas of the sub-specialty. For example, our vitreoretinal experts perform more than 3,000 surgical procedures every year, which means that they see a very high proportion of complex cases – 60% compared to 40% nationally.

Our clinical outcomes match the best published data, both for high-volume operations as well as highly specialised procedures:

- For retinal detachment, a relatively common cause of sudden blindness, Moorfields recorded a treatment success rate of 84.4%, compared to 63.8% for similar patients elsewhere
- The significant complication rate at one year after surgery for glaucoma is 3% at Moorfields compared to the national reported rate of 20%

In addition, an audit at Moorfields of 15,000 cataract cases, the largest ophthalmic audit from a single institution, demonstrated better outcomes than those collated for an earlier national audit.

## New services in 2008/09

### ■ AMD injection suite

Our new tailor-made and fully equipped injection suite at our main hospital in London's City Road allows us to deliver Lucentis treatments for wet age-related macular degeneration (AMD) safely and efficiently to large numbers of patients. In 2008/09, we carried out 4,500 treatment procedures for AMD, a figure that we expect to rise by 2,000 in the next year. To meet this demand, we will recruit new staff and increase the number of our outreach centres that provide the service, meaning that more patients can receive the treatment nearer their homes.

### ■ Laser safety accreditation programme

Moorfields now provides an online training programme to ensure that staff providing laser treatments have received the appropriate training to enable them to operate safely and effectively. The new process replaces a paper-based system first introduced at Moorfields in 1996.

**Above right:** The Richard Desmond Children's Eye Centre, adjacent to the main City Road hospital, is home to Moorfields' specialist paediatric service

## Moorfields closer to home

We provide our expert services at our main hospital in London's City Road and in 12 other locations:

- Bedford hospital
- Ealing hospital
- Homerton hospital, Hackney
- Loxford polyclinic, Redbridge
- Mayday hospital, Croydon
- 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

# 4 Enhancing the patient experience

Moorfields is already recognised for the quality of the clinical care we provide to our patients. But we recognise that their experience of our services is about more than good clinical care, and we are committed to extending our high standards to those areas too. For example, we know that we need to shorten the length of time that patients spend waiting for their appointments once they arrive at the hospital.

We gather views from patients in many ways to help us improve our services. As well as surveys, we use mystery visitors and callers and the innovative patient experience tracker (PET), an electronic feedback system, as well as more formal channels such as our Patient Advice and Liaison Service (PALS) and complaints.

## Positive responses to patient surveys

More than nine out of 10 Moorfields' patients rated their care as 'good' or 'excellent', with a similar proportion likely to recommend the hospital to friends or family, in two independent surveys of our outpatient and day-care services conducted in late 2008. Our A&E department also performed well, being rated as one of the best in London in a national survey published in January 2009.

## Improving appointment processes

We significantly improved our booking processes during 2008/09 and are now putting in place measures to ensure that patients do not wait longer than necessary for appointments once they arrive at their clinic. These include additional training and support to our clerical staff and the creation of a 'patient contract' setting out clearly what patients can expect when they visit our clinics. Our new text messaging reminder service aims to reduce the number of patients who fail to attend for their appointments, helping us to manage clinic slots more effectively.





## Major refurbishment projects

The first in a series of inter-related projects to enhance facilities at our main hospital in City Road is now underway. The projects include a £1.3 million programme to refurbish the ground and lower-ground floor clinics at City Road, with generous financial support from the Special Trustees and the Friends of Moorfields, and the creation of a new vision research and treatment centre, funded as part of Moorfields' designation as a biomedical research centre. The new centre will integrate with and more than double the capacity of our existing clinical trials unit.

At Northwick Park, we plan to expand our service by adding a theatre suite adjacent to the current facility and providing an outpatient area on the floor above.

Improvements to our refractive laser suite at City Road has doubled our laser capacity for private patients, and provided a club lounge day-case area and an intra-vitreous injection suite.

### **Strong performance on infection control**

Moorfields has an excellent track record on infection control, with no recorded cases either of MRSA bloodstream infections or of Clostridium Difficile to date. In April 2009, we were registered unconditionally with the new Care Quality Commission, following a self-assessment, demonstrating that we meet government regulations for managing infection. We also performed well against the national hygiene code, meeting five out of six requirements in full.

### **Improving the patient environment**

We received 'good' ratings for environment and privacy and dignity and an 'acceptable' rating for food in the most recent Patient Environment Action Team (PEAT) inspection. We took immediate action to address those areas identified for improvement by the end of April 2009.

# 6 Pioneering new cures and treatments

Moorfields' joint research portfolio with the UCL Institute of Ophthalmology includes 143 open projects, including the largest number of National Institute for Health Research high-priority projects in ophthalmology in the UK. Together, we have the highest measure of scientific productivity and impact in the world for our research activity.

We are one of only 12 sites nationally to be awarded National Institute for Health Research (NIHR) biomedical research centre status for translational research, which helps us to attract extra funding to support our research programmes and to fast-track exciting new developments more rapidly to benefit patients.

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



## One of the UK's first academic health science centres

Moorfields is a founding partner of UCL Partners, one of the UK's first officially designated academic health science centres. This new partnership will enable us to build on our already strong record of collaboration and world-class performance in research, clinical care and teaching, expanding and strengthening our areas of expertise, so that we can offer patients in London and beyond even better care and treatment.

# Research highlights in 2008/09

# 7

## World's first gene therapy for inherited blindness

Our researchers 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.

## National award for motion displacement test

Our innovative computer-based technology to test for glaucoma won a prestigious national award in the 2008 Medical Futures competition in December 2008. The Moorfields motion displacement test (MDT), which tests a patient's field of vision, is designed to run on a laptop computer, which means that it might offer an affordable, portable method of screening for glaucoma in the community.

## London Project to Cure Blindness

The London Project to Cure Blindness received a major boost in April 2009 when pharmaceutical company Pfizer agreed to support the project's development. The London Project is researching potential treatments for age-related macular degeneration (AMD) using stem cell therapies. Treatments are currently being developed in the laboratory with patient clinical trials due to start in 2011.

## Early positive results for 'bionic eye' trials

Surgeons at Moorfields carried out two successful operations to implant an artificial electronic retinal device into the eyes of two blind patients in April 2008, the first time that such devices have been implanted in the UK. The trial aims to restore a basic level of useful vision to people suffering blindness due to retinitis pigmentosa, a group of inherited eye diseases that affect the retina.

Just a year after the pioneering surgery, one of the patients featured in a BBC television documentary, demonstrating how he can already sort his socks and navigate along a straight line. The clinical trial continues.



**Left:** Research fellow Gay Verdon-Roe with the Medical Futures award for Moorfields' innovative glaucoma test

# 8 Teaching tomorrow's eye experts

## Medical education

Moorfields is a major force in ophthalmic teaching in the UK, for students, ophthalmologists and other health professionals. Regular courses in various specialist areas are run at the main site in London's City Road, many of them in association with the UCL Institute of Ophthalmology.

We also provide extensive sub-speciality training in all types of modern ophthalmology to a substantial number of fellows, some of whom are from the UK and Europe, with others coming from as far as Australia, New Zealand, South Africa, India and Brazil. Moorfields welcomes doctors from around the world to observe its renowned treatment of eye diseases and injuries.

In 2008/09, Moorfields received a very favourable assessment in the Postgraduate Medical Educational and Training Board's confidential survey of junior doctors' attitudes to their training, achieving some of the highest scores in London for overall satisfaction and quality of teaching. Our undergraduate training programme for students from University College London has also been rated very highly.

In addition, our medical education team has been successful in attracting external funding to enhance our teaching facilities, including £20,000 for simulation equipment and £20,000 for faculty development.

Our staff also give many lectures and courses internationally, bringing new knowledge to centres all over the world. This year, professors from Moorfields and the UCL Institute of Ophthalmology gave the main honour lectures at conferences held by the UK Royal College of Ophthalmology, the American Academy of Ophthalmology and the Association for Research in Vision and Ophthalmology in the USA.





### **Nursing and allied health professional education**

Post-graduate nurse and allied health professional education is provided in-house, with support from City University London. We have developed a masters-level programme to prepare nurses for advanced practitioner roles across the trust. Throughout the year, the team has developed a competency-based framework for all nursing positions at Moorfields, which will be implemented in 2009/10.

We also provide placements for undergraduate nurse training for Middlesex University.

In January 2009, we ran an ophthalmic nurses conference in collaboration with City University London. This year's event was themed around how the patient experience of ophthalmic nursing can be improved, and attracted nurses from across the UK and beyond.

# 10 Developing, rewarding and supporting our staff

Committed and motivated staff are essential if Moorfields is to maintain its status as one of the world's leading eye hospitals, so we need to ensure that they are well managed, appropriately rewarded and attaining high levels of performance. We employ almost 1,400 staff at our main hospital base in London's City Road and at our 12 outreach centres in and around the capital.

## One of Britain's top employers

Moorfields was named as one of Britain's top employers for the fourth year running in April 2009 by the Corporate Research Forum. We are one of only two NHS organisations to achieve top employer status alongside major institutions such as Oxfam, Glaxo SmithKline and the John Lewis Partnership.

## Improving working lives

Our improving working lives (IWL) group supports staff in achieving a good balance in their working lives, promoting and developing a wide range of benefits and hosting regular events. The group runs a programme of visits to our outreach centres, where they talk to staff, gather suggestions for change or improvements and look for areas of good practice.

The IWL group also looks at the findings of the national staff survey to identify areas where we need to improve. Generally, Moorfields performed well in the national NHS staff survey, the results of which were published in March 2009, with positive scores compared to the national average on most key issues.



### Communicating with our staff

Almost all teams and departments at Moorfields hold local departmental meetings to enable two-way communications between staff and line managers. We have also improved our regular staff publications – *Review* magazine and the electronic weekly staff update – and a project is now underway to enhance our intranet too.

We run chief executive open meetings, to which all staff are invited to attend, and the chief executive and other directors visit our outreach centres on a regular basis to ensure that staff who are not based at the City Road hospital are kept informed of developments and have an opportunity to raise any issues and concerns.

### Learning and development

Moorfields' learning and development team runs a range of courses for staff at all levels. My Learning Centre, a strategic tool to increase the knowledge and skills of staff, provides access to information stored on a central database, allowing staff to view their entire learning and development record and to record attendance at external events to create a complete continuing professional development record. We also provide ManageMentor, an online performance support tool for management and team-leading skills.

Our IT trainers have gold partner status in the prestigious Trainer Assessment Programme (TAP), a best-practice model for training design, delivery and facilitation roles.



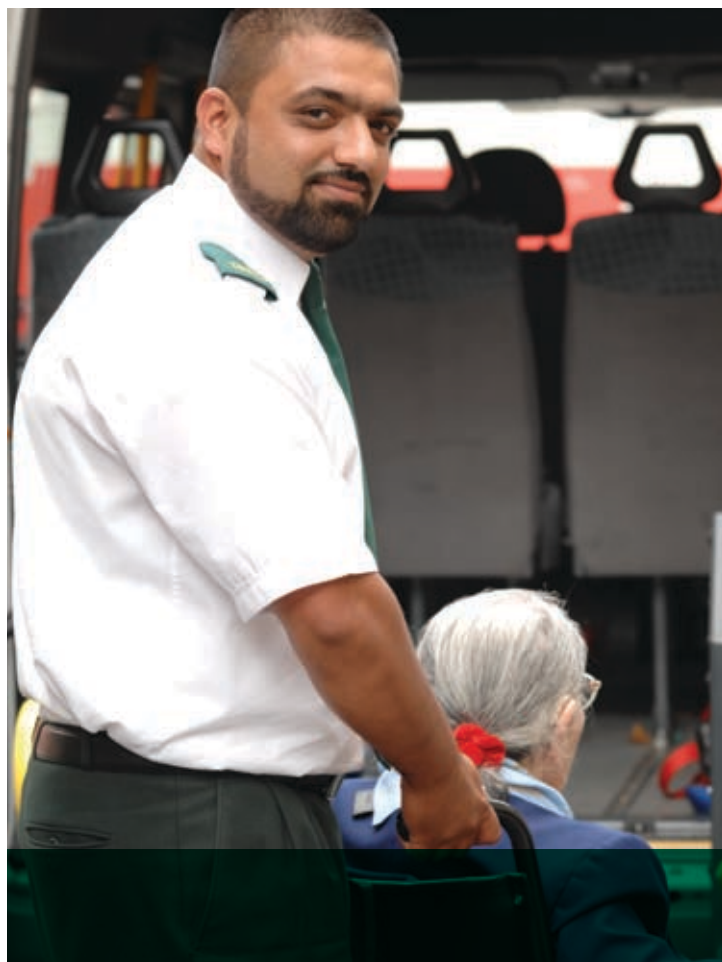
# 12 Better health for everyone

As well as treating patients who already have a visual impairment, Moorfields is increasingly active in promoting good eye health to prevent people from developing problems with their vision in the first place.

## Supporting international events

Staff at Moorfields at Bedford, our newest outreach centre, marked World Sight Day in October 2008 by providing information on a range of eye conditions and treatments, while several of our consultants participated in a series of media appearances to promote the day. In addition, the International Glaucoma Association ran an awareness stall at City Road.

We also helped to promote the second World Glaucoma Day in March 2009, working alongside the Royal National Institute of Blind People and the International Glaucoma Association. Experts from Moorfields participated in a test session at the House of Commons for the all-party parliamentary group for eye health and visual impairment to demonstrate new technologies for diagnosing glaucoma, as well as working with the media to promote awareness of the condition.



## New health promotion sessions

In autumn 2008, we embarked on a rolling programme of health promotion sessions at the City Road site. The sessions, which included promoting fitness in arthritis, diabetes care and smoking cessation, were very well received by patients, visitors and staff. To arrange these events, the health promotion team worked closely with local community health colleagues from NHS Islington and NHS City and Hackney and with national charities, including Diabetes UK, Arthritis Care and Help the Aged.

# clinic

Primary Care Clinic

# 3 13



## Environmental responsibilities

As a major local employer, Moorfields has a role to play in ensuring that we are as efficient as possible in our use of energy, water, waste and transport. Our waste segregation processes were recently improved and we recycle as much as possible, including batteries, cardboard, and cooking oil. We collect old spectacle frames and send them to a charitable foundation in Africa.

We do not provide car parking facilities, which encourages patients, visitors and staff to travel by public transport. We offer staff an interest-free season ticket loan and run a scheme to promote cycling for at least part of their journey to or from work.

In 2008/09, a report on our longer-term estates strategy made several recommendations about how we could reduce our carbon footprint, many of which are included in our business plans for 2009/10.

# 14 Our membership



In 2009, Moorfields celebrated five years as one of the country's first 10 NHS foundation trusts. As a foundation trust, we have stronger links to patients and communities and greater independence to develop services in line with their needs. We are accountable via elected representatives to our members, who are patients, staff and residents in our local communities.

## Growing our membership

Moorfields' membership continues to grow. We currently have about 14,000 members, most of whom are patients, an increase of 6,000 since our authorisation as an NHS foundation trust in 2004.

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

To find out more about becoming a member of Moorfields, please visit our website at [www.moorfields.nhs.uk/getinvolved/membership](http://www.moorfields.nhs.uk/getinvolved/membership).

**Above:** Four of Moorfields' governors cut a cake to celebrate our fifth anniversary as an NHS foundation trust

## Representing our membership

Moorfields is led by a board of directors (see page 16), accountable to the membership council, also known as the board of governors.

The council, which meets at least five times a year, 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 and reviewing evidence for the national Standards for Better Health. They also sit on several committees to ensure that members' voices are heard in all aspects of Moorfields' work.



**NHS Foundation  
Trusts**

## Our membership council

Constituency	Elected governors	In post since
Bedfordshire and Hertfordshire	Malcolm Barrow Jane Colebourn	April 2004 April 2004
North East London and Essex	Bill Tidmas Istvan F Selmevzi	April 2004 April 2009
North Central London	John Green Paul Murphy	April 2004 April 2006
North West London	Patricia Campbell Brian Watkins	April 2004 April 2007
South East London	Patricia Davies Solomon Parry	April 2009 April 2004
South West London	Andrew Hill Simon Mansfield	April 2004 April 2009
Patients	John Bird Brenda Faulkner Michael O'Dwyer	April 2004 April 2009 April 2006
Staff*	John Carmichael Colin Carter Eilis Kennedy	April 2009 April 2007 April 2007

\*There is a vacancy for the fourth staff governor position.

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

# 16 Our board of directors



Moorfields' board of directors is the decision-making body for strategic direction and the overall allocation of resources. It delegates decision-making for the trust's operational running to the executive directors and senior managers, who take decisions consistent with the strategy.

There were three important departures from the board in recent months. Non-executive director and vice chair Clive Nickolds came to the end of his term of office, while director of research and development Professor Roger Hitchings retired. In addition, our director of corporate governance, Sandra Adams, moved on to a new role with the London Ambulance Service in July 2009. Moorfields is indebted to all three for their long and dedicated service.

Current board members are listed opposite. Together with our foundation trust governors (see page 15), they provide a wealth of wisdom and experience, which sets Moorfields in good stead for the future.

For a full list of board members and their various responsibilities in 2008/09, please see our annual report and accounts for the year at [www.moorfields.nhs.uk](http://www.moorfields.nhs.uk).

Position	Name
Chairman	Rudy Markham
Chief executive	John Pelly
Non-executive directors	Deborah Harris-Ugbomah
	Sir Roger Jackling
	Professor Phil Luthert
	Andrew Nebel
	Lesley Potter
Medical director	Mr Bill Aylward
Interim director of strategy and deputy chief executive	Mark Cubbon
Director of finance	Ian Hollows
Director of research and development	Professor Peng T Khaw

Further directors attend board meetings, but do not have voting rights:

Position	Name
Director of information technology	Mike Andersson
Director of strategy and business development	Rob Elek (from November 2009)
Director of personnel	Ken Gold
Interim chief operating and nursing officer	Ruth Russell
Director of corporate governance	Ian Tombleson (from November 2009)

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## Spending your money wisely

Moorfields made a surplus of £2.2 million (£0.6 million after impairment) in 2008/09. As a foundation trust, this money can be reinvested to improve services for our patients. The surplus also enabled us to maintain a financial risk rating of four with our regulator, Monitor, throughout the year.

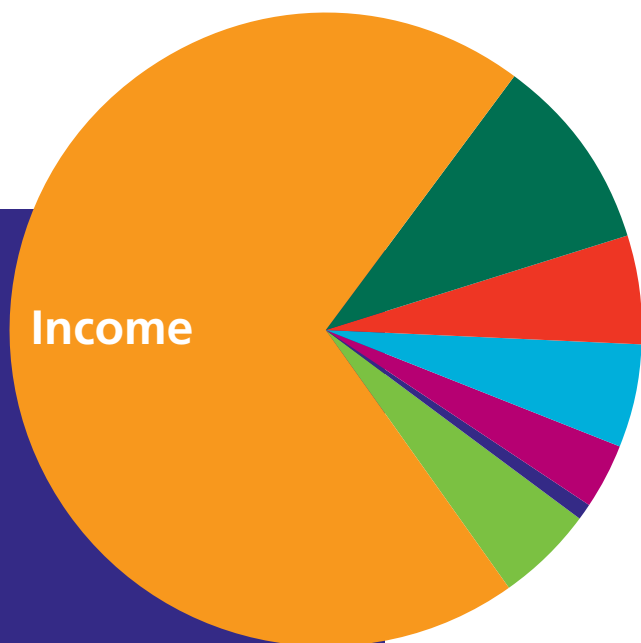
Positive developments that contributed to the surplus included increased activity and income for age-related macular degeneration treatments following the National Institute for Health and Clinical Excellence's recommendation for the use of Lucentis in such treatments. In addition, outpatient activity was higher than anticipated and activity at Moorfields at Bedford, now in its second year of operation, continued to grow.

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, both in London and at our hospital in Dubai.

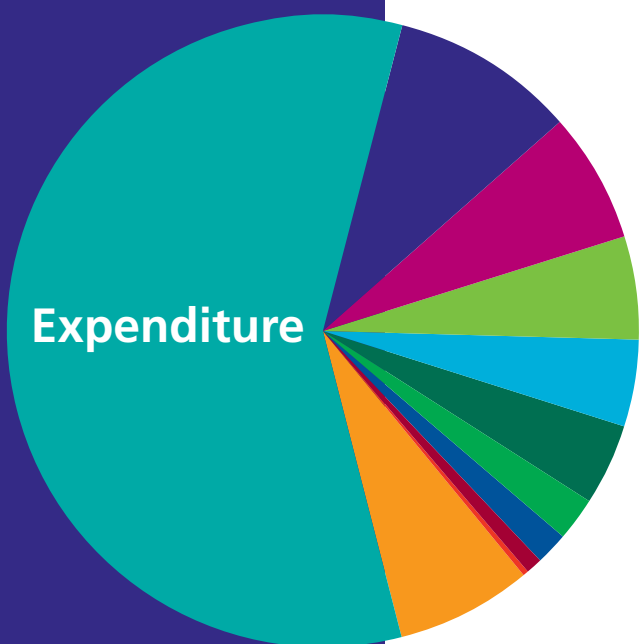
Moorfields Pharmaceuticals ensures that we have a guaranteed supply of the specialist products we need to treat our patients. It also provides us with a steady income source, with nearly 90% of its income coming from external customers. The unit continues to perform well, with a 20% growth in sales and an above-target increase of £459,000 in operating profit during 2008/09.

Moorfields Private located on, and adjacent to, the City Road site, with additional facilities in Wimpole Street, also had a good year. Although there was a slight drop in outpatient activity in 2008/09, inpatient activity increased by 2.4% on the previous year and income exceeded our financial target by £0.2 million.

Opened in July 2007, Moorfields Eye Hospital Dubai is part of a large medical complex in the heart of Dubai. Both income and activity were ahead of target by 31 March 2009. Increased activity was always anticipated as the hospital became more established in the region, but has also been supported by enhanced marketing and promotional activities throughout the year, with a particular emphasis on Moorfields' heritage as the oldest centre in the world for ophthalmic treatment, teaching and research.



Income	£ million
Clinical – NHS	78.8
Clinical – private patients	11.3
Research and development	6.2
Moorfields Pharmaceuticals	6.1
Education and training	3.7
Charitable and other contributions	0.9
Other income	5.5
<b>Total income</b>	<b>112.5</b>



Expenditure	£ million
Staff pay	65.2
Clinical supplies and services	10.5
Drug costs	7.4
Depreciation, amortisation and impairment of fixed assets	5.8
Establishment expenses	5.0
Premises	4.8
Transport	2.5
Public dividend capital dividends	1.8
IT expenditure	1.0
Net interest	0.2
Other costs	7.7
<b>Total expenditure</b>	<b>111.9</b>

# 20 Giving to Moorfields Eye Hospital Charities

Charitable support has played a crucial role in supporting Moorfields since it opened in 1805. Today, such support helps fund leading-edge research that is helping to transform people's lives. It also makes it possible to buy state-of-the-art equipment and to enhance our facilities for patients, adding value to the services paid for through the NHS.

Despite the economic difficulties that have affected everyone over the last year, significantly more people chose to support the Moorfields Eye Hospital Charities than in the previous year. We would like to thank everyone who has contributed, whether financially or through volunteering their time, as we strive to help make a real difference to the lives of people with a wide range of complex and debilitating eye conditions.



Above: Volunteers provide invaluable help in running a range of services, including the shop at the City Road hospital

Three independent charities work together under the umbrella of Moorfields Eye Hospital Charities:

- The Special Trustees of Moorfields Eye Hospital primarily supports research and clinical trials to provide new treatments for a wide range of eye conditions
- The Friends of Moorfields raises funds to enhance the comfort and well-being of patients and manages Moorfields' wide-ranging voluntary work, which adds to the services provided by the hospital
- The Moorfields Eye Hospital Development Fund promotes specific appeals, such as the development of our new children's eye centre, opened in 2007

## Making a difference



New surgical techniques developed by Moorfields, with financial help from the Moorfields Eye Hospital Charities, prevented 15-year-old Michael from going completely blind.

"Although my vision is severely limited I am able to walk around areas I know confidently and use

social networking sites with the help of screen magnification," says Michael, who has suffered from glaucoma since he was a baby.

He is very grateful to the consultant who has been looking after him.

"I know that Professor Khaw is making major breakthroughs in preventing sight loss and sight loss reversal and this cannot continue and progress without funding," he says.

Michael's mother Diane says that there are many people like Michael who are desperately hoping for a permanent solution. "The hope we have to hang on to is that further advances in research will be made, which is why we raise funds for glaucoma research," she says.

The annual review summarises important areas of Moorfields' work during 2008/09. These are covered in greater detail in our annual report and accounts, available on our website at [www.moorfields.nhs.uk](http://www.moorfields.nhs.uk).

You can request this document in alternative formats, including Braille, audio and large print. Please contact the marketing and communications team on **020 7566 2628** or email [communications@moorfields.nhs.uk](mailto:communications@moorfields.nhs.uk).

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