

# Annual review 2009/10

A year of achievements



Our full annual report is online at [www.moorfields.nhs.uk](http://www.moorfields.nhs.uk)

# Welcome to Moorfields

Moorfields Eye Hospital has been serving the community for more than 200 years. During this time, we have developed a unique reputation for high-quality and expert patient care, research into eye disease and teaching eye health professionals. These three core aims remain at the heart of our mission today.

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 hospital in City Road in central London 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 postgraduate teaching centre and a national centre for ophthalmic research involving the largest ophthalmic research programme in the world, in partnership with the UCL Institute of Ophthalmology.

In addition, we directly manage three commercial divisions, Moorfields Private, Moorfields Pharmaceuticals and Moorfields Eye Hospital Dubai and have an active charitable arm, Moorfields Eye Hospital Charities. All of these provide financial support for our NHS activity.

# We've been busy – highlights from 2009/10

## Record numbers of patient attendances

In 2009/10, Moorfields recorded more than 330,000 outpatient attendances in our clinics and almost 70,000 attendances at our specialist A&E department. We carried out more than 27,000 inpatient and day-case procedures and around 8,500 laser treatments.

## 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 ophthalmic research activity.

# 330,000

Recorded outpatient attendances

# 27,000

Inpatient and day-case procedures



## Solid performance on national targets

- Almost 94% 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 MRSA bloodstream infections or *Clostridium difficile* to date
- Financial surplus achieved

## Looking to the future

Work began this year to develop a 10-year strategy for Moorfields. This strategic work, called 'A Vision of Excellence', aims to ensure that we are well placed to respond to the changing demands of healthcare and that we can continue to provide excellent clinical care, research and teaching into the future.

## Find out more

The annual review is a summary of Moorfields' work during 2009/10. You can find more detail in our annual report and accounts and our quality account, available on our website at [www.moorfields.nhs.uk](http://www.moorfields.nhs.uk)

# Expert clinical care

Moorfields treats patients with a wide range of eye problems, from common complaints to rare conditions that require treatment not available elsewhere in the UK. Our services include the diagnosis and treatment of large-volume general conditions such as cataracts, as well as smaller sub-specialties, including neuro-ophthalmology, ophthalmic genetics and inherited eye disease, paediatric glaucoma, cornea and cataract, and rehabilitation services. The unique case-mix and volume of our larger services means that our surgeons can develop expertise in different areas of the sub-specialty.

## Clinical improvements in 2009/10

- **Better access to treatment for age-related macular degeneration**

We have improved access to intra-vitreous injection treatments for age-related macular degeneration (AMD), which is the leading cause of visual loss in people aged over 50 in Europe and North America. This year, we extended our multi-professional team model to five of our 12 outreach facilities and established a consultant-led rapid-access AMD clinic to support our specialist A&E department. In September 2009, our macular clinic was one of only seven organisations nominated in the best clinical service category in the annual Macular Disease Society awards for excellence.

- **Expanding glaucoma services**

We have significantly expanded the ability of our glaucoma service to meet the new activity generated by the implementation of new national glaucoma guidelines by ensuring that more new patients can be seen in our existing clinics. We have also made a considerable investment to allow for the further expansion of the service and meet growing demand on an ongoing basis.



## Moorfields closer to home

We now provide specialist eye care services in London's first purpose-built polyclinic in Redbridge, bringing the total number of community-based outreach facilities to 12. We are also running innovative pilot schemes with high street chain Boots Opticians and local GPs in Watford, and with a group of local GPs in Harrow to try out new forms of care closer to patients' homes.



In addition to these pilot schemes, patients can benefit from our expert services at our main hospital in London's City Road and in 12 locations in and around the capital:

- 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



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# A better patient experience

Enhancing the patient experience so that it better complements Moorfields' high-quality clinical care was one of our main objectives in 2009/10. To help us do this, we established a patient experience committee, which includes staff from a range of professions, as well as patient and foundation trust governor representatives and a non-executive board member. The group meets every six weeks and draws together several inter-related projects, including:

- Defining and achieving high standards of customer service
- Responding to and acting on patient feedback
- Involving patients in decisions about how we deliver their care



## Reducing waiting times

During the year, we tried out several new initiatives in specific glaucoma and uveitis clinics to reduce waiting times and the length of the patient journey through our services. As a result, appointment bookings are now arranged in priority order to acknowledge and prioritise patients who need diagnostic intervention as part of their outpatient consultation, while a revised appointment letter provides clearer instructions about arrival times. Amalgamated reception points mean that we can now offer more comprehensive clinic clerk cover to assist patients waiting for appointments. We are also testing out a new form to avoid patients being asked the same questions several times by different professionals, and have created a dedicated outpatient matron post to focus on our outpatient department in our City Road hospital.

As a result, we have achieved significant improvements in waiting times in the two pilot clinics, but we have more work to do during 2010/11 to introduce these new systems to other outpatient clinics and ensure that we have enough staff and sufficient equipment to meet the growing demand for our services.

### Find out more

You can read more about our work to improve patient care in our quality account 2009/10, available on our website at [www.moorfields.nhs.uk](http://www.moorfields.nhs.uk)

## Modernising our facilities

Moorfields completed the first phase of our £1.3 million programme to refurbish outpatient clinics at City Road, with generous financial support from Moorfields Eye Hospital Charities, in early 2010.

Improvements have been made to the lighting, décor, ventilation, signs and toilet facilities on the lower-ground floor at City Road, and similar work is due to be completed on the ground floor by the autumn.

We took advantage of the need to create space for a new vision research and treatment centre (VRTC) to re-organise existing services at our City Road hospital in a more logical way for patients. Our pre-operative assessment unit is now on the ground floor, providing easier access for patients, while all day-care services and wards are located together on the first floor.

# £1.3m

Our programme to refurbish outpatient clinics at City Road

These moves also mean that we are now fully compliant with national single-sex accommodation regulations, an important aspect of ensuring privacy and dignity for all patients. Once complete, the VRTC itself, which is being largely funded as part of our designation as a National Institute for Health Research (NIHR) biomedical research centre, will integrate with and more than double the capacity of our existing clinical trials unit.

At Northwick Park, building work is due to get underway very soon to provide staff and patients alike with the far better environment that they need and deserve.

## 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 2010, we were registered unconditionally with the new Care Quality Commission, following a self-assessment, demonstrating that we meet regulations for managing infection. We also performed well against the national hygiene code, meeting all of the requirements in full.

## Improving the patient environment

We received 'excellent' ratings for environment and privacy and dignity and a 'good' rating for food following a patient environment action team (PEAT) inspection in February 2010. This represented an improvement in all areas from the previous year.

# Pioneering new cures and treatments

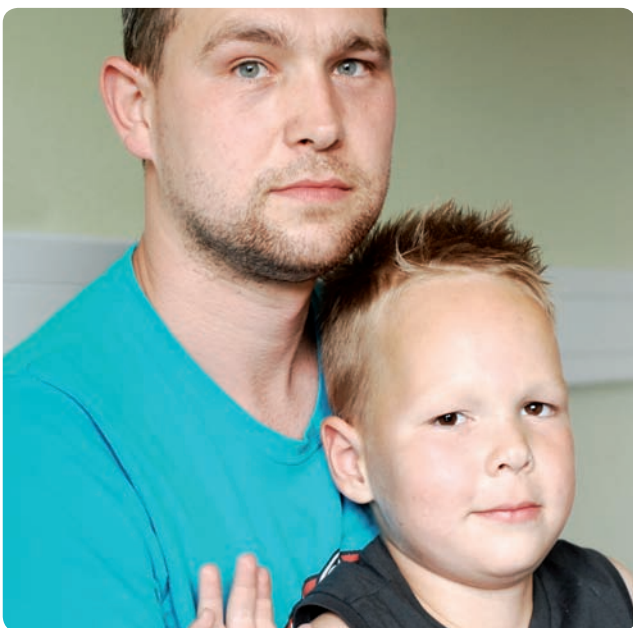
Moorfields' joint research portfolio with the UCL Institute of Ophthalmology includes 160 open projects, including a large number of National Institute for Health Research (NIHR) high-priority projects.

Together, we have the highest measure of scientific productivity and impact in the world for ophthalmic 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.

In addition, we are a founding partner of UCL Partners, one of the UK's first officially designated academic health science centres. This new partnership enables 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. In June 2009, Moorfields' director of research and development, Professor Peng Khaw, was appointed as the programme director for the eyes and vision theme of the partnership, one of seven areas on which UCL Partners is initially focusing its activity.

In May 2010, Earl Howe, a health minister in the new coalition government, chose Moorfields and the Institute as the location for one of his first official visits in his new role.



Six-year-old Marc is one of the younger patients now participating in our gene therapy trials for a rare form of inherited blindness.

## Research highlights in 2009/10

### Expanding gene therapy treatments for inherited blindness

Building on the announcement in April 2008 of the world's first success in a gene therapy trial for a rare form of inherited blindness, we received approval from the regulatory bodies to include younger patients and to administer higher doses of an adeno-associated virus vector. It is known that younger patients have better residual vision and are likely to derive greater benefit from gene therapy, so we anticipate that using higher doses of the vector will increase the possibility of a durable response.

### Funding boost for London Project to Cure Blindness

The London Project to Cure Blindness, a joint initiative between Moorfields and the UCL Institute of Ophthalmology, received further significant funding in 2009/10 to help accelerate research into new treatments for age-related macular degeneration. In addition to investments by pharmaceutical company Pfizer, the Medical Research Council and the Californian Institute for Regenerative Medicine confirmed an award of £2.4 million. Clinical trials are expected to start at Moorfields in 2011, following the completion of laboratory research at the Institute.

# 12

We are one of only 12 sites nationally to be awarded National Institute for Health Research (NIHR) biomedical research centre status for translational research

### New trials for anti-scarring tablet for glaucoma surgery

In partnership with the London School of Pharmacy, our researchers are beginning early trials to test the safety of a novel slow-release anti-scarring tablet for use in glaucoma surgery. It is hoped that this tablet will reduce the body's natural scarring response to eye surgery, which causes pressure to build again in the eye and means that patients have to undergo repeated operations.

### Nursing research initiatives

Moorfields is increasingly looking at the role our 400 nurses can play in the field of research. Since November 2008, successes have included the commissioning of a programme with City University London to raise the profile of nursing at Moorfields and the appointment of a nurse research practitioner. Our nursing staff have also published 10 articles in nursing journals and are participating in five research projects.

# Teaching tomorrow's eye experts

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 provide the largest single component of the London Deanery's ophthalmology programme for registrars (doctors in training), including advanced sub-speciality training opportunities, as well as extensive sub-speciality training in all types of modern ophthalmology to a substantial number of fellows from around the world.

## Health innovation and education cluster

Moorfields is part of the North East London, North Central London and Essex health innovation and education cluster (HIEC), one of three successful HIEC applications in London, announced in December 2009. HIECs are formal partnerships between NHS organisations, leading medical institutes, industry and academia, and aim to promote innovation, quality and productivity in the NHS through the training and education of healthcare staff and the sharing of good practice.



**“ Moorfields welcomes doctors from around the world to observe its renowned treatment of eye diseases and injuries. ”**

### **Clinical management training programme**

Our new clinical management training programme for all north London ophthalmic trainees aims to introduce and explore clinically relevant knowledge and skills in management and has been tailored specifically to fulfil unmet needs that were highlighted by a questionnaire sent to ophthalmic trainees in the autumn of 2009. The programme is a collaboration with NHS London and the London Deanery.

### **Specialist web support**

A specialist website developed by experts at Moorfields means that health professionals involved in eye care now have 24-hour access to the best currently-available evidence to support and inform clinical care. Launched in the summer of 2009, the NHS Evidence: Eyes and Vision website provides access to online resources produced, commissioned or licensed by the NHS.

## **Developments in nurse education**

Moorfields continues to extend the role of nursing to further enhance patient care. We now have dedicated A&E nurse practitioners, train nurses to undertake YAG capsulotomy procedures and enable nurses to lead the consenting process for cataract surgery. We also support nurse prescribers and have created specialty-based advanced practice nurses in several of our services.

In January 2010, around 150 nurses attended the second Moorfields Eye Hospital ophthalmic nurses annual conference and exhibition, run in collaboration with City University London. The conference included leading speakers in the field of eye care, and allowed ophthalmic nurses from around the UK to share ideas and learn from one another.



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# 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 hospital in London's City Road and at our 12 outreach centres in and around the capital.

## Moorfields' Stars – recognising and rewarding our staff

We ran our first-ever staff recognition event, Moorfields' Stars, in January 2010. Special awards were presented in recognition of academic success and long service, as well as to the winners of our employee of the month scheme during 2009. Awards were also given to the winners of three special categories, for which staff were nominated by their colleagues.

## 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.





## “Our improving working lives (IWL) group supports staff in achieving a good balance in their working lives.”

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 2010, 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 also publish a regular staff magazine, *Review*, and a weekly staff update, circulated to all staff via email

and published on the intranet. A project to enhance our intranet was ongoing throughout 2009/10. We run chief executive staff open meetings every other month and have held two successful ‘email days’ during which all staff are encouraged to email executive directors directly with any specific queries or concerns. Our joint consultative staff committee enables face-to-face contact between management and staff governors and representatives from all trades unions whose members work at Moorfields.

### Learning and development

All staff at Moorfields are provided with a list of the training considered essential for them to perform their jobs safely and effectively via My Learning Centre, our innovative online learning portal. This year, we have focused especially on ensuring that all our staff are compliant with the necessary levels of child protection training in line with national requirements on safeguarding children. By March 2010, we were exceeding compliance targets against all three levels of relevance to Moorfields.

# 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. We also recognise that, as a healthcare provider that promotes wellbeing, we have a responsibility to minimise our impact on the environment and ensure that our use of resources is efficient so that we can maximise the funds available for patient care.

## Promoting good eye care

Moorfields' nurse-led health promotion team runs a rolling programme of health promotion sessions at the City Road hospital, which continued in 2009/10 with events covering fitness in arthritis, diabetes care and smoking cessation. These events, which are well received by patients, visitors and staff, are organised in collaboration with local community health colleagues and national charities.

We also supported World Sight Day in October 2009 by holding health promotion events both at the City Road hospital and at our outreach centre in St George's hospital in Tooting. World Sight Day is an annual event led by charity Vision 2020, of which Moorfields is now a member, along with our partners at the UCL Institute of Ophthalmology.

In June 2010, Moorfields participated in the first-ever national eye health week, during which our experts worked with leading national charities to inform patients and visitors about how to take care of their eyes and the importance of having regular eye tests.



Moorfields' outpatient matron Lyn Heywood organised a health promotion event to support the first-ever national eye health week.

## Going green

Our new sustainable development management plan, created during 2009/10, will help us to reduce our carbon emissions and embed sustainable development in the organisation. Over the next few months, we will be looking at a range of measures to help us become more sustainable. These will include increasing environmental awareness among our staff, patients and visitors, reducing the amount

of waste we sent to landfill and cutting down on the environmental impact of staff and patient travel – for example, by ensuring that as much care as possible can be provided closer to patients' homes, that we use electronic information and communications more effectively and encourage the use of more sustainable forms of transport where appropriate.



# Our membership

Moorfields was one of the first 10 NHS organisations to be awarded foundation trust status. 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 more than 15,500 members, most of whom are patients, an increase of more than 7,500 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](http://www.moorfields.nhs.uk)

## 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.

Our annual general meeting for foundation trust members is held at LSO St Luke's in London's Old Street.



## Our membership council

Constituency	Elected governors
Bedfordshire and Hertfordshire	Malcolm Barrow and Jane Colebourn
North East London and Essex	Bill Tidmas and Istvan F Selmevzi
North Central London	Paul Murphy and Balan Sisupalan
North West London	Patricia Campbell and Nigel Liddell
South East London	Patricia Davies and Solomon Parry
South West London	Andrew Hill and Simon Mansfield
Patients	John Bird, Brenda Faulkner and Michael O'Dwyer
Staff	Colin Carter, Alex Edwards, Eilis Kennedy and Mary Masih

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
NHS Islington	Anna Stewart



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# 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 have been several departures from the board in recent months. Medical director Bill Aylward stood down at the end of January 2010, while chief operating and nursing officer Mark Cubbon is now on secondment to another NHS trust. In addition, our director of corporate governance, Sandra Adams, moved on to a new role with the London Ambulance Service in July 2009 and finance director Ian Hollows left us in July 2010. Moorfields is indebted to all four for their dedicated service.

Current board members are listed on the opposite page. 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 2009/10, please see our annual report and accounts for the year at **[www.moorfields.nhs.uk](http://www.moorfields.nhs.uk)**



## Board members

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 Declan Flanagan
Interim chief operating and nursing officer	Ruth Russell
Director of finance	Charles Nall
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
Director of personnel	Ken Gold
Director of corporate governance	Ian Tombleson

# Spending your money wisely

Moorfields made a surplus of £2.5 million (£2.8 million before impairment) in 2009/10. 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 the increased use of Lucentis to treat wet age-related macular degeneration (AMD) and continued activity growth at Moorfields at Bedford. In addition, outpatient activity was higher than anticipated.

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.

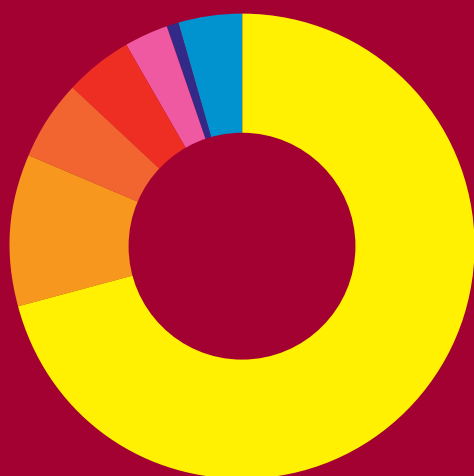
Moorfields Pharmaceuticals ensures that we have a guaranteed supply of the specialist products we need to treat our patients. It also provides us with a steady income source, with nearly 90% of its income coming from external customers. The unit continues to perform well, with income increasing to £7 million in 2009/10.

Moorfields Private located on, and adjacent to, the City Road site, with additional facilities in Wimpole Street, also had a good year. The division generated income of almost £10 million in 2009/10, despite its vulnerability to the effects of the current economic downturn.

Moorfields Eye Hospital Dubai, which is part of a large medical complex in the heart of Dubai, is now growing as expected and successfully attracts patients from Abu Dhabi, some 125km away.



## Income and expenditure



Income	£ million
Clinical – NHS	89.5
Clinical – private patients	13.4
Moorfields Pharmaceuticals	7.0
Research and development	5.9
Education and training	3.6
Charitable and other contributions	1.2
Other income	5.4
<b>Total income</b>	<b>126.0</b>



Expenditure	£ million
Staff pay	70.9
Clinical supplies and services	11.6
Drug costs	11.5
Premises	9.5
Depreciation, public dividend capital dividends and impairment of fixed assets	6.7
Establishment expenses	5.6
Transport	2.5
IT expenditure	1.2
Net interest	0.7
Other expenditure	3.3
<b>Total expenditure</b>	<b>123.5</b>

# Giving to Moorfields Eye Hospital Charities – changing lives

Ever since it was founded more than 200 years ago, charitable support has played a vital role in supporting Moorfields Eye Hospital. One of the ways donations are making a difference today is by funding ground-breaking research that is helping to transform the lives of people like Doreen and Julia. Charitable support also makes it possible to buy new equipment that helps improve treatments and to enhance the hospital's facilities for patients, adding value to the services paid for through the NHS.

We would like to thank the many individuals and organisations who have generously contributed over the last year, whether financially or through volunteering their time. Charitable support continues to make a significant difference to the hospital and to the patients and families it cares for, so if you would like to help, please:

- Call us on **020 7566 2565**
- Complete and return the enclosed form using the FREEPOST address provided
- Email us at **charity@moorfields.nhs.uk**
- Visit our website at **www.moorfields.nhs.uk/charities**

## Charities

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

Special Trustees of Moorfields Eye Hospital  
(Charity No. 228064)

Friends of Moorfields  
(Charity No. 228637)

Moorfields Eye Hospital Development Fund  
(Charity No. 282806)



Moorfields Eye Hospital Charities support a range of initiatives such as our outpatient refurbishment project, which has included new signs at the City Road hospital.

## Success stories

### Julia's story

Fifteen-year-old Julia (pictured below) has had more than 30 operations since being diagnosed with severe glaucoma after a routine visit to her optician six years ago. Her eyesight had deteriorated dramatically and doctors discovered that her optic nerves were very badly damaged and she needed urgent surgery to save her remaining vision.

Her parents were warned that, although the eye surgery she needed was very effective in the short term, she would face more operations to remove scarring, which is particularly aggressive in children. But thanks to the latest surgical techniques and improved anti-scarring treatments, she has managed to keep her vision. Mum Jane is so grateful to Moorfields for saving her daughter's sight.

**"It's fantastic that Julia still sees – if she hadn't been at Moorfields, she would be blind now."** Julia's mother



### Doreen's story

Doreen (pictured below), who is 74 years old, had never even worn glasses, so when she started losing her central vision at the age of 68, because of age-related macular degeneration, she was very frightened. Then a friend told her about a newspaper article describing the clinical trials at Moorfields using an implantable miniature telescope. She couldn't wait to volunteer. "I would have tried anything," she says, "I was that desperate." Once the revolutionary magnification device was surgically implanted, Doreen was given lessons on how to use it.

She is now able to do gardening and cooking again and says that the surgery is a "blessing". "I made a real nuisance of myself because I was desperate to get on the trial," she says, "and I'm so glad I did!"

**"It was a marvellous feeling, like turning on an electric light."** Doreen



The annual review summarises important areas of Moorfields' work during 2009/10. 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 the annual review 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)**.

For general hospital queries, please contact the main switchboard on **020 7253 3411**.

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**[www.moorfields.nhs.uk](http://www.moorfields.nhs.uk)**

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