

Moorfields Eye Hospital NHS Foundation Trust Annual Review 2017/18

Highlights and developments in 2017/18

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Welcome from Theresa Green, chairman

2017/18 was a successful year for the trust. The provision of first rate clinical care for record numbers of patients underpins everything we do. During the year we met or exceeded all of our quality and financial targets in the face of increasing demand for our services. Our ophthalmic clinical outcomes are evidenced among the best in the world with an excellent safety record.

Collaboration is vital to progressing best practice, developing novel therapies and promoting new ways of working. Our partnership with University College London (UCL) and the UCL Institute of Ophthalmology encourages the integration of research and education into service development today and in the future. Working together, our joint estates management committee has approved the land purchase business case for our long-term plan for a brand new centre of research, education and clinical care in the St Pancras area in London. This new, co-located facility will enable clinicians and researchers to collaborate more freely, for the benefit of Moorfields' patients and people with sight problems, both in the UK and beyond.

I would like to thank our board, governors, staff and volunteers from across the entire network, from our NHS sites, to our private practices in London and abroad in the United Arab Emirates for their work and dedication to the trust over the past year. I would also like to thank Moorfields Eye Charity donors and the Friends of

Moorfields for their continued generosity. This outstanding commitment ensures that we remain the leading provider of eye health services in the UK and a world class centre of excellence for eye research and education.

Theresa Green CBE, chairman

Welcome from David Probert, chief executive

2017/18 was a very positive and productive year for Moorfields. As chief executive my key measures of success remain those which focus on making sure we provide the best possible care for patients, always placing them at the centre of everything we do.

I have been incredibly proud of the performance of all of our services, particularly our Accident and Emergency service which was highlighted by the Care Quality Commission (CQC) as consistently delivering high quality care and patient experience and achieving the 95% four-hour target throughout the year. This is a real testament to the flexibility and innovative thinking of our staff and their ability to deliver such high quality care under pressure.

This year we have seen more pioneering research achievements, further underlining the importance of our close partnership with the UCL Institute of Ophthalmology. A highlight during the year was the publication of the results from the London Project to Cure Blindness, a Moorfields Eye Hospital and UCL collaboration which restored the sight of the first patients receiving a new treatment derived from stem cell technology. To help further cement this close and collaborative relationship we have appointed a joint director of education across the two organisations, a role that will further enhance our capacity to provide strategic leadership in the provision of the very highest teaching standards in ophthalmology.

I would like to thank all our staff, partners and other key stakeholders for the continued commitment and support they have given to the trust in the past year.

We will continue to innovate and develop the treatments and outcomes for our patients to make sure that we retain our position as world leaders in the provision of expert eye care with a continued focus on excellent local care provision.

David Probert, chief executive

Who we are

Moorfields Eye Hospital NHS Foundation Trust is a world-leading provider of eye care services, research and education. Our reputation for providing the highest quality eye care has developed over 200 years. Moorfields' 2,350 staff are committed to sustaining and building on our pioneering history and ensuring we remain at the cutting edge of developments in eye care.

We are registered without conditions and with an overall rating of 'good' with the CQC, the independent regulator of health and social care in England. We were one of the first NHS organisations to become a foundation trust in 2004, and now have over 20,000 members.

In 2017/18, we received over 740,000 visits from patients to our outpatient, inpatient and A&E services, making Moorfields the largest eye care provider in the UK.

What we do

We provide a wide range of clinical services, caring for patients with routine eye care needs to rare and complex conditions that require treatment not available elsewhere in the UK.

Our NHS sites across London and the south east of England allow us to provide expert treatment closer to patients' homes.

We serve the NHS and private sectors in the UK, and deliver care through our international services. In partnership with the UCL Institute of Ophthalmology, we

conduct pioneering research and play a leading role in the training and education of eye care clinicians.

Our strategy

Our core belief is that “people’s sight matters” and we are committed to delivering patient-centred care with exceptional clinical outcomes and excellent patient experience.

To achieve this we launched our five-year strategy in July 2017 with a new purpose: “working together to discover, develop and deliver the best eye care”. We have developed a plan which sets out our clinical, research and educational aspirations for the first time in one overarching framework.

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Working together means we collaborate with one another as individuals, with our patients and with other organisations.

Discover the best eye care means we will focus on setting the agenda, being at the forefront for others to follow.

Develop the best eye care means we will practically apply our discoveries to benefit our patients, staff and the services we provide.

Deliver the best eye care means we will consistently provide an excellent, globally-recognised service.

Innovation and discovery

“We will be at the leading edge of research, making new discoveries with our partners and patients”

Along with our partners at the UCL Institute of Ophthalmology, Moorfields Eye Hospital is recognised as one of the world’s leading centres of excellence in eye and vision research.

Biomedical Research Centre

We host a Biomedical Research Centre (BRC), which is one of 20 translational research centres in England funded by the National Institute for Health Research (NIHR) and the only BRC dedicated to eye research. On 1 April 2017, Moorfields BRC began a new five-year, £19 million, award term. This substantial investment by the NIHR recognises our world-leading excellence in the translation of ground-breaking experimental medical research into sight-saving treatments.

Clinical Research Facility

Moorfields Eye Hospital also hosts an NIHR Clinical Research Facility (CRF) for Experimental Medicine, a purpose built facility where we test new treatments through clinical trials and studies. On 1 April 2017, Moorfields CRF began a new five-year, £5.3 million, award term. The CRF enables us to accelerate the transfer of breakthroughs in experimental medicine into treatment trials to benefit patients with eye diseases.

Research partnerships

We are a founding member of UCL Partners (UCLP), the largest academic health science centre (AHSC) partnership in Europe and one of 15 academic health science networks (AHSN) in England. The UCLP network aims to ensure that innovation and best practice are spread across the region.

As part of the UCLP-led North Thames Genomic Medicine Centre, Moorfields is currently one of the top performing sites nationally for the 100,000 Genome Project, recruiting around 25 patients to the study per week throughout 2017. The Moorfields team have recruited over 2,200 individuals to the study to date (across over 1,030 families).

Together with UCL and our charity partners, we celebrated many significant and exciting research developments in 2017/18.

Achievements

The London Project to Cure Blindness

Set up in 2007, The London Project to Cure Blindness is a partnership between Professor Pete Coffey from University College London and Professor Lyndon da Cruz, retinal surgeon at Moorfields Eye Hospital NHS Foundation Trust.

The project exists to see if sight loss caused by wet age-related macular degeneration (AMD), the most common

cause of sight loss in the UK, can be improved by using a stem cell-based treatment to replace the diseased cells at the back of the patients' affected eye.

In March 2018, results from the clinical trial were published and showed that the patients who received the stem cell treatment regained their reading vision. The results received widespread media coverage across the world including making front-page news in several UK national newspapers.

The London Project to Cure Blindness was established by a philanthropic donation from an anonymous American donor. We are extremely grateful to the continued generosity of Moorfields Eye Charity donors who play a critical role in the project's advancement.

Douglas Waters, 86, from Croydon, London, was one of two people who had received the treatment at Moorfields Eye Hospital. He developed severe wet AMD in July 2015 and received the treatment three months later in his right eye.

“In the months before the operation my sight was really poor and I couldn't see anything out of my right eye. I was struggling to see things clearly, even when up-close. After the surgery my eyesight improved to the point where I can now read the newspaper and help my wife out with the gardening. It's brilliant what the team has done and I feel so lucky to have been given my sight back.”

Using artificial intelligence to revolutionise diagnosis of eye conditions

Our ongoing medical research partnership with DeepMind Health, one of the world's leading artificial intelligence companies, has made great progress with its research programme.

The project involves Moorfields and DeepMind analysing a set of over one million depersonalised eye scans from Moorfields patients. Our collaboration with DeepMind is investigating how artificial intelligence technology could help to rapidly analyse eye scans, giving clinicians a better understanding of eye disease progression and treatment outcomes. The results are expected to be announced in 2018.

Professor Sir Peng Tee Khaw, director of the National Institute for Health Research Biomedical Research Centre in Ophthalmology at Moorfields Eye Hospital and UCL Institute of Ophthalmology, said: "Our research with DeepMind has the potential to revolutionise the way professionals carry out eye tests and could lead to earlier detection and treatment of common eye diseases such as age-related macular degeneration."

Tackling global challenges through research

In 2017, Professor Sobha Sivaprasad, a leading expert from Moorfields and the UCL Institute of Ophthalmology, was awarded a £6.3 million grant from the Global Challenges Research Fund to trial new cost-effective tests that could help to prevent blindness in India.

Professor Sobha Sivaprasad hopes to roll out a new handheld camera that could vastly reduce the costs of eye screening. A second approach to be trialled is a blood test that can be performed at home to pick up early signs of diabetic eye disease. If it is successful, the kits could be tested for use in the UK to reduce the need for screening in hospitals.

Professor Sobha Sivaprasad, consultant ophthalmologist at Moorfields said: “This funding has provided us with an unprecedented opportunity to revolutionise management of diabetic eye disease universally.”

Focus on quality

“We will pioneer patient-centred care with exceptional clinical outcomes and excellent patient experience”

At Moorfields, our highest priority is ensuring our patients receive the very best eye care and patient experience. To support this, we launched our first quality strategy in November 2017. The quality strategy 2017-2022 is a call to action for every person at Moorfields to work together to embed a culture of quality, make positive changes and drive behaviours to deliver an outstanding patient experience.

Clinical outcomes

Our clinical outcomes and safety record remains excellent, with ophthalmic clinical outcomes evidenced among the best in the world.

- 96% of patients have visual stability after injections for macular degeneration (>80% national standard)
- 98% of patients have a successful outcome 12 months after having surgery (corneal cross-linking) for the eye condition keratoconus (>90% national standard).

Improving the experience of patients in outpatients at City Road

During the year we began a project to improve patient and staff experiences by reducing outpatient journey times at our clinics in City Road.

The project started in some glaucoma clinics in City Road and aimed to deliver a 30% improvement in patient experience (measured via a detailed questionnaire). So far the results are positive with patient journey times reducing by up to 48%, with an improvement in patient experience of 38%. This project will be rolled out to other sites in our other sites during 2018/19.

New glaucoma and urgent care clinic

Coinciding with the launch of our quality strategy we opened a new clinic space in Cayton Street, adjacent to Moorfields City Road, in November 2017.

The new clinic expanded provision of optometrist-delivered glaucoma clinics, urgent care services and glaucoma screening and monitoring services at City Road. This has already benefited patients directly by reducing journey times, giving patients a quicker and more efficient experience, ensuring that we can provide timely care to those patients who need it most.

Our performance

This year we:

- treated record numbers of patients across our NHS network sites.

- achieved all national waiting time targets.
- had 97% of friends and family test respondents say they would recommend us to their friends and family.

Patient safety performance 2017/18

- Venous thromboembolism (VTE) screenings levels (screening for blood clots in the vein) 98.9%

Waiting times performance 2017/18

- Four hour maximum wait in A&E from arrival admission, transfer or discharge:
 - 98.5%
- Cancer 2 week waits from urgent GP referral to first appointment:
 - 96.9%
 - % of patients waiting less than six weeks for a diagnostic test: 100%
 - % of patients waiting less than 18 weeks for their treatment to begin: 95.3%

Patient activity

Place of care and patient visits

A&E

- 2016/17 – 102, 558
- 2017/18 – 96,947

Day case (patients with planned treatment who need a bed in the day, but don't need an overnight stay)

- 2016/17 – 36,078
- 2017/18 – 37,718

Inpatient planned (patients with planned treatment who need an overnight stay)

- 2016/17 – 1,130
- 2017/18 – 1,184

Inpatient unplanned (patients who need emergency treatment and an overnight stay)

- 2016/17 – 2,737
- 2017/18 – 2,780

Outpatients (patients with a planned appointment who don't need an overnight stay)

- 2016/17 – 587,283
- 2017/18 – 601,986

Grand total

2016/17 – 729,786

2017/18 – 740,615

Our patients

Many patients tell us what they think in the friends and family test. Almost 100,000 people took part in the 2017/18 national friends and family test and 97% of them would recommend us to their friends and family.

Many comment on the friendliness, helpfulness, excellence, clinical outcomes, professionalism and organisation at Moorfields, and almost 3,000 patients named specific members of staff as giving exceptional care.

Pioneering patient centred care

Providing the best patient experience is at the heart of everything we do.

In 2017/18 we:

- **Introduced a new hospital passport and easy read material** to support patients with a learning disabilities, cognitive impairment and additional communication needs.
- **Developed a patient participation strategy** in partnership with patients and staff. The main theme of the strategy is to provide tools and support so that patients are able to get involved in our work in a variety of ways.
- **Launched our first patient and carer forum** to enable members to feedback on trust-wide issues including communication, service improvement work and patient participation activities.

Lucy Howe, safeguarding adults advisor at Moorfields Eye Hospital said: “The aim of our hospital passport is to assist patients with learning disabilities to provide Moorfields’ staff with important information about them and their health. This helps us best meet their needs and ensures they have the same experiences as every other patient.”

Patient advice and liaison service

We are always eager to hear from our patients about their experiences. Our patient advice and liaison service (PALs) helped to resolve around 200 complaints this year.

Compliments

Increasingly we’ve found that patients take to social media to express when they’ve had an excellent experience at Moorfields. We love to share positive feedback with all those involved, so patients who leave a compliment are sent a response and the comment is also shared with the department or individual staff member.

Here are some examples from 2017/18:

“If it wasn’t for Moorfields who operated on both my eyes I would have lost my sight #DetachedRetina #ThankYouMoorfields.” (Twitter)

“Thank you to the wonderful staff at @Moorfields for their patience & understanding when checking out our boy’s poorly eyes.” (Twitter)

“All staff were courteous, informative, caring and very pleasant. Thank you Moorfields for the caring treatment I received. I was feeling anxious when I went into Theatre but the lovely surgeons, doctors, nurse, and anaesthetist were all so lovely and pleasant they put my mind at ease. I've now recovered from my surgery and my eyesight is ok again so I can't thank Moorfields and their staff enough for taking such good care of me. Thank you all so very much.” (Friends and family test comment).

Our staff

“We will attract, retain and develop great people”

Working at Moorfields

How our staff feel about working at Moorfields is really important to us, and the NHS staff survey is one way for staff to share their feedback. This year we achieved our highest response rate ever with 57% of staff (1,153) responding.

Our staff rates us as one of the best NHS hospitals to work for and receive care from. Compared to other acute specialist trusts we ranked the highest for staff motivation and satisfaction with the quality of work and care they can deliver.

Celebrating the achievements of our staff

In March, nearly 300 staff attended Moorfields Stars, the biggest staff recognition event of the year. The Moorfields' Stars annual awards scheme recognises and rewards staff and volunteers for their professional, academic and volunteering achievements throughout the past 12 months. The awards scheme and event is supported by Moorfields Eye Charity.

2017 saw the introduction of a new award category to recognise the valuable contribution of volunteers to the trust, taking the total number of award categories to 12. Over 400 nominations were received for our talented staff and dedicated volunteers, more than in Stars' nine year history.

2017 Moorfields Stars awards winners

Chairman's award for an outstanding contribution to Moorfields

Paul Sullivan, consultant ophthalmologist - for his dedication and commitment to Moorfields' trainees. No other ophthalmologist in the country has contributed to the training and support of so many ophthalmic registrars.

Moorfields' star of the year

David Sheridan, contact lens technician - for always going the extra mile to ensure we fulfil orders for patients who need them urgently and demonstrating a collaborative approach to his work with colleagues.

Moorfields' team of the year

Ealing day care and theatre team – nominations for the team praised their caring and organised approach to deliver an excellent service to patients.

Moorfields Eye Charity award for innovation

Dawn Sim, consultant ophthalmic surgeon – for her passion and drive to improve our patients' experience and working practices for staff by adopting new cloud based technology to make sure the right patients are referred to Moorfields.

Moorfields Eye Charity champion

Flossie Donovan, senior play specialist – for her passion and commitment to support Moorfields Eye Charity

through fundraising activities and being an active ambassador for the charity.

The patient choice award – individual

Kai Owens, clerical officer – for his dedication and compassion toward patients, making them feel supported during their visits to City Road.

The patient choice award – team

Louisa Wickham and the vitreo-retinal team at Moorfields at St George's – for having an immense impact on patients. They were nominated for their excellent service, building trust with patients and providing the highest quality care.

Moorfields' volunteer of the year

William Davis, Friends of Moorfields volunteer – for his exceptional organisational skills to help manage the medical imaging reception desk.

Notable achievements

Every year many of our colleagues are acknowledged externally for their contributions. Of particular note this year are:

- **Keith Barton, consultant ophthalmologist**, on his award of the Charamis Medal for Ophthalmic Surgical Innovation by the European Society of Ophthalmology.
- **Victoria Cohen, consultant ocular oncologist**, on her election to Vice President of the International Society of Ocular Oncology – the first UK trained ocular oncologist to hold this position.

- **Omar Mahroo honorary consultant ophthalmologist**, on his Wellcome Trust Clinical Research Fellowship award.
- **Jacqueline Miller, paediatric research nurse**, on her National Institute for Health Research Clinical Research Facility and Biomedical Research Centre doctoral studentship.
- **Mariya Moosajee consultant ophthalmologist and senior lecturer** on her Wellcome Trust Clinical Research Career Development Fellowship and the Wellcome Trust Beit Prize.
- **Dipesh Patel, advanced orthoptist**, on his postdoctoral clinical academic fellowship by the Collaboration for Leadership in Applied Health Research and Care.

Developing tomorrow's eye experts

“We will innovate by sharing our knowledge and developing tomorrow's experts”

We are the largest provider of NHS-funded ophthalmology education and training, and supply education and training externally. We work closely with the UCL Institute of Ophthalmology and with the support of Moorfields Eye Charity have appointed a joint director of education who will bring our partnership ever-closer and support us to achieve our objectives. In 2017, the UCL Institute of Ophthalmology was named the best place in the world to study ophthalmology by the Centre of World University rankings.

In 2017/18 there have been significant developments in education, teaching and training. Highlights include:

Medical education

We are the lead provider for the North Thames education programme for junior doctors with 57 trainees and have 10 trainees taking part in the South Thames programme at Croydon and St George's. We have fellowship programmes in all clinical sub-specialties for national and international fellows and have about 100 fellows, including clinical leadership fellows.

Nurse education

In 2017/18, we have continued to support enhanced roles for our nursing staff, enabling them to develop their expertise. Five nurse practitioners have started their

independent prescribing qualification. This will enable them to manage patients autonomously, which allows medical staff to concentrate on more complex cases.

We have also supported five nurses to commence their Advanced Nurse Practitioner course which will equip these nurses with the skills to practice at a more advanced level, working autonomously and be able to manage their own caseload of patients.

The postgraduate certificate in clinical ophthalmic practice, a Moorfields and UCL collaboration, is now in its fourth year with 40 learners working towards the qualification.

Optometry education

The optometry education team organise a range of continuing education training courses open to external optometrists worldwide. These courses receive excellent feedback scoring 97 out of 100 on the General Optical Council's website.

Moorfields' optometry education and UCL Institute of Ophthalmology have joined forces to deliver the advanced clinical optometry suite of qualifications. The aim is to set up three post graduate certificates in glaucoma, medical retina and medical contact lenses. The MSc in advanced clinical optometry and ophthalmology was approved in early 2018 to start from September 2018.

Training tomorrow's pharmacists

In October 2017, the #knowyourdrops team launched

and delivered ophthalmic medicine compliance workshops to fourth year undergraduate students at UCL School of Pharmacy for the first time in the UK.

Currently, the # knowyourdrops team offers external training with the learning and development team. Day-release training courses are available for external healthcare professionals.

Leadership and management development

We have been successful in our bid to run the local version of the Mary Seacole leadership programme, one of the suite of courses provided by the national Leadership Academy. We have now completed the first four cohorts and have another four planned for the next financial year. This has been an excellent addition to our suite of programmes available for our managers and leaders, resulting in requests from other organisations to join our local programme.

Apprenticeships and graduate trainees

We have increased the numbers of apprentices in new work areas. There are currently 45 apprentices and two have graduated. A key initiative is the management apprenticeship programme for existing staff and new hires which has resulted in six newly employed apprentices studying for their degree and working together for the benefit of the operational units they support and two existing staff members developing their skills through the programme.

We have increased the numbers of graduate trainees from the NHS graduate scheme and the Civil Service Fast Stream this year and their involvement continues to bring new thinking and ways of working, resulting in increased confidence and job satisfaction for the graduates.

Our infrastructure

“We will have an infrastructure and culture that supports innovation”

A new centre for research, education and clinical care

We remain committed to three significant investments in improving our physical infrastructure. Our long-term plan for a new centre for research, education and clinical care in the St Pancras area in London is gathering pace. Together with the UCL Institute of Ophthalmology and our charity partner Moorfields Eye Charity, we are working towards securing the site and completing the outline business case. We are currently upgrading our existing facilities on the St George’s Hospital site and have ambitions to redevelop our services in the east of London.

Moorfields takes first step towards paperless systems

During the year we began a project to implement our new electronic medical (patient) records system called OpenEyes. Working with Hicom Technology Ltd, a leading provider of clinical information software, this programme will enhance and upgrade OpenEyes and is expected to go live in 2018/19. The investment will enable Moorfields to move towards a fully paperless system, providing clinicians with real-time access to patient records across the trust’s network of sites and

providing a seamless and efficient service to our patients.

Commercial divisions

“We will be enterprising to support and fund our ambitions”

Moorfields Private

In 2017/18, Moorfields Private saw more than 35,000 outpatients and admitted approximately 5,500 patients for surgical procedures making a considerable financial surplus which is invested back into the trust for the benefit of its NHS services.

Following board approval in May 2017, the Moorfields Private team commenced a major £4 million capital investment project to create additional theatre space and also to expand and improve the admission facilities on the Francis Cumberlege Wing, funded from its financial surplus. The additional theatre space is now fully operational, providing increased operating sessions for private patients, in addition to those available to the trust’s NHS patients.

Moorfields United Arab Emirates (UAE)

2017/18 saw the 10th anniversary of operations in Dubai and the completion of one year of operations in Moorfields Eye Hospital Centre in Abu Dhabi. Moorfields Eye Hospital Dubai has seen around 160,000 patients and performed over 13,000 surgeries in the last decade.

In November 2017, Moorfields Eye Hospital Dubai completed its first year of the provision of paediatric ophthalmology services at the Al Jalila Children’s

Specialty Hospital, the UAE's first dedicated paediatric hospital. Moorfields Eye Hospital Dubai is working with the Dubai Medical College to provide undergraduate training in ophthalmology, with a General Medical Council accredited curriculum.

Money matters

“We will have a sustainable financial model”

While 2017/18 saw financial challenges across the NHS, we responded to these, achieving a good financial performance. We delivered a surplus of £5.7 million, after taking into account impairment charges related to revaluation of our estates of £2.4 million.

This included additional income from the NHS Improvement Sustainability and Transformation Fund of £5.5 million.

Income from our private and overseas patient activities in London and United Arab Emirates increased during the year to £27.2 million – all of this is invested back into the trust for the benefit of its NHS services.

| All figures in £'million | 2016/17 | 2017/18 |
|--------------------------------------------------------|----------------|----------------|
| Income | | |
| Income from activities | | |
| NHS income | 163.9 | 165.3 |
| Private patient income | 26.8 | 27.2 |
| Total income from activities | 190.7 | 192.5 |
| NHSI Sustainability and Transformation Fund Core | 1.1 | 0.9 |
| NHSI Sustainability and Transformation Fund Additional | 5.6 | 5.5 |
| Other operating income | 24.6 | 23.0 |
| Total other operating income | 31.3 | 29.4 |
| Total income | 222.0 | 221.9 |
| Expenses | | |

| | | |
|-------------------------------------------------------------|--------------|--------------|
| Pay costs | 113.0 | 116.7 |
| Non-pay costs | 85.2 | 86.4 |
| Depreciation and amortisation | 8.1 | 8.9 |
| Total operating expenses | 206.3 | 212.0 |
| Operating surplus excluding impairment | 15.7 | 9.9 |
| Interest and dividends | (2.0) | (1.6) |
| Other costs related to joint venture and disposal of assets | (0.9) | (0.2) |
| Surplus for the year excluding impairment | 12.8 | 8.1 |
| Impairment on estates revaluation | (10.2) | |
| Surplus for the year | 2.6 | |

How we are managed

Moorfields is led by the board of directors, made up of executive and non-executive directors, and also has a board of governors, known as the membership council.

Our board of directors 2017/18

| Job title | Name |
|----------------------------------------------------|-----------------------------|
| Chairman | Tessa Green CBE |
| Chief executive | David Probert |
| Vice chairman and senior independent director | Steve Williams |
| Non-executive director | Professor Andrew Dick |
| Independent non-executive directors | Dr Rosalind Given-Wilson |
| | Nick Hardie |
| | David Hills |
| | Sumita Singha |
| Chief financial officer and deputy chief executive | Steven Davies |
| Medical director | Declan Flanagan |
| Director of nursing and allied health professions | Tracy Lockett |
| Director of research & development | Professor Sir Peng Tee Khaw |
| Chief operating officer | John Quinn |

| Job title | Name |
|-----------------------------------------------|--------------|
| Director of strategy and business development | Johanna Moss |

| Job title | Name |
|-------------------------------------|---------------------|
| Chief information officer | Elisa Steele |
| Acting chief information officer | Adam Dunlop* |
| Director of quality and safety | Ian Tombleson |
| Interim director of human resources | Helen Rushworth** |
| Commercial director | Mariano Gonzalez*** |

*Acting for Elisa Steele, chief information officer (on six-month sabbatical)

**Sally Storey, Director of human resources, left the trust on 1 September 2017.

*** Left the organisation on 31 January 2018

Membership council 2017/18

| Constituency | Elected governors* |
|-----------------------------------------------------------|--------------------------------|
| Public: Bedfordshire and Hertfordshire (Two governors) | Jane Colebourn Harry Davies |
| Public: north east London and Essex (Two governors) | Simon Tan Vacancy |

| Constituency | Elected governors* |
|-------------------------------------------------|-------------------------------------------------------|
| Public: north central London (Two governors) | Jane Bush Paul Murphy |
| Public: north west London (Two governors) | Simon Mansfield Brian Watkins |
| Public: south east London (Two governors) | Allan MacCarthy Suryanarayanan Naga Subramanian |
| Public: south west London (Two governors) | Emily Brothers Bernard Dolan |
| Patient (Three governors) | Brenda Faulkner Robert Jones Jill Wakefield |
| Staff: City Road class (Two governors) | Alexandra Edwards Vacancy |
| Staff: satellite class (Two governors) | Colin Carter Feyitimilehin Onafowokan |

*Full details including vacancies available at www.moorfields.nhs.uk

| Represented organisation | Nominated governors |
|-------------------------------------------------|----------------------------|
| London Borough of Islington | Rakhia Ismail |
| Royal National Institute of Blind People (RNIB) | Tricia Smikle |
| Vision UK | Matt Broom |
| University College London | Professor David Shanks |
| City University | John Lawrenson |

Become a member

Joining Moorfields gives you the opportunity to support and get involved in the work of a world-famous eye hospital.

Membership is free and all members can have a say in how the trust develops, giving the community and our patients the opportunity to shape the future of the services we provide.

To become a member contact us on **020 7566 2490** or by email to foundation@moorfields.nhs.uk.

Our charity partners

Charitable giving has a huge impact, helping to fund important research projects and improve our services and facilities so that Moorfields is at the forefront of eye care treatment, research and education.

Philanthropy has played an important role throughout Moorfields' history since its foundation in 1805.

Moorfields Eye Charity is an independent charity which exists to support Moorfields Eye Hospital NHS

Foundation Trust by fundraising to provide financial support through grant-making to the Trust and its academic partner, the UCL Institute of Ophthalmology for: new equipment, pioneering research, training and development of Moorfields' staff and current and future healthcare professionals and enhancing the patient experience.

It works alongside the Friends of Moorfields, an active member-led charity which has been supporting patients and staff at Moorfields Eye Hospital for 55 years.

Friends of Moorfields is completely reliant on funding from public donations and membership income. It provides facilities for Moorfields that would not be available through normal NHS funding.

Moorfields Eye Charity

Moorfields Eye Charity's key strategic priority is to create a world class integrated care, teaching and research facility in partnership with Moorfields and UCL.

The charity gains support from a variety of sources including donations from patients, charitable trusts,

philanthropists and event fundraising, such as its annual 'Eye to Eye' event.

This income is given through a variety of grants, including the springboard awards, which provide funding for researchers to develop novel ideas and generate compelling data to enable their work to take the next step forward in development. Two new awards were made in 2017/18 under this scheme:

- Dr Franzika Bucher, a researcher and ophthalmologist, is investigating the damaging effect of blood vessels that have grown into the central cornea and the simultaneous loss of nerve fibres which can both ultimately lead to blindness.
- Drs Maryse Bailly and Annegret Dahlmann-noor are looking at the growing level of short-sightedness in children and teenagers and how the sclera, or white coat of the eye, becomes softer and stretchable. The research team, working across the hospital and UCL Institute of Ophthalmology, will look at experimental models to study this in greater depth.

It also expanded its support of individuals by adding career development awards and PhD fellowships for medical, nursing and allied health graduates to our portfolio.

Eye to Eye

Over 500 staff and supporters took part in Eye to Eye, Moorfields Eye Charity's flagship fundraising event. Thank you to all participants who raised over £100,000 to fund pioneering research into eye disorders.

In the four years since Eye to Eye began, donations raised have helped support vital research projects, including studies exploring the genetics of keratoconus and the impact of diabetic retinopathy on the structure and function of the eye.

Next year's event takes place on Sunday 10 March 2019 and registration will open in September 2018. Email: eye2eye@ Moorfields.nhs.uk or call 020 7566 2486 for more information.

Friends of Moorfields

Volunteers play a vital role in the life of Moorfields, and Friends of Moorfields manage the trust's volunteer programme. During the year Friends of Moorfields provided approximately 620 volunteer hours each week. More than 150 volunteers gave their time and expertise.

Friends of Moorfields also awarded a number of grants to Moorfields staff, and continue to fund the annual arts programme. In the year, Friends of Moorfields purchased:

- a Corvis ST Pentacam for Richard Desmond Children's Eye Centre (RDCEC). This will be used to measure and monitor cornea defects in children and young people seen at the RDCEC, and help consultants make decisions about suitable treatment.
- A patient pager system at City Road and St Ann's which will allow patients waiting for long periods in clinics to leave their seats for a drink or comfort break, as they will be alerted by a buzzer when they are due to be called.
- two and a half full time play therapists based at Moorfields City Road and at Moorfields Eye Centre at St George's Tooting.
- a part-time paediatric counsellor.
- a public and patient engagement seminar programme at the UCL Institute of Ophthalmology bringing together patients and scientists in a series of awareness raising events.

How you can help

More support means more research and cutting edge facilities which have the potential to provide breakthroughs that can transform more lives and shape the future of eye care.

Moorfields Eye Charity

For further information on how you can help and get involved, please:

- Pop into the Moorfields Eye Charity office on the ground floor of the City Road hospital.
- Call us on 020 7566 2565.
- Email us at eyecharity@moorfields.nhs.uk.
- Visit our website at moorfieldseyecharity.org.uk.
- Like us on Facebook at facebook.com/moorfieldseyecharitylondon.
- Follow us on Twitter [@eyecharity](https://twitter.com/eyecharity).

Friends of Moorfields

To find out more about our work and to get involved, please:

- Visit our website at friendsofmoorfields.org.uk.
- Email us at friends@moorfields.nhs.uk or call 020 7251 1240.
- Like us on Facebook at facebook.com/FriendsofMoorfields.
- Follow us on Twitter [@Moorfieldfriend](https://twitter.com/Moorfieldfriend).

Thank you

Moorfields Eye Charity and Friends of Moorfields receives millions of pounds every year thanks to the enthusiasm and kindness of our growing numbers of supporters, many of them appreciative patients, members and staff. Thank you to everyone who contributed during the last year.

This annual review summarises Moorfields' work during 2017/18. This is covered in detail in our annual report and accounts, available on our website moorfields.nhs.uk.

You can request the annual review in alternative formats, please contact the communications team on 020 7566 2628 or email communications@moorfields.nhs.uk

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