

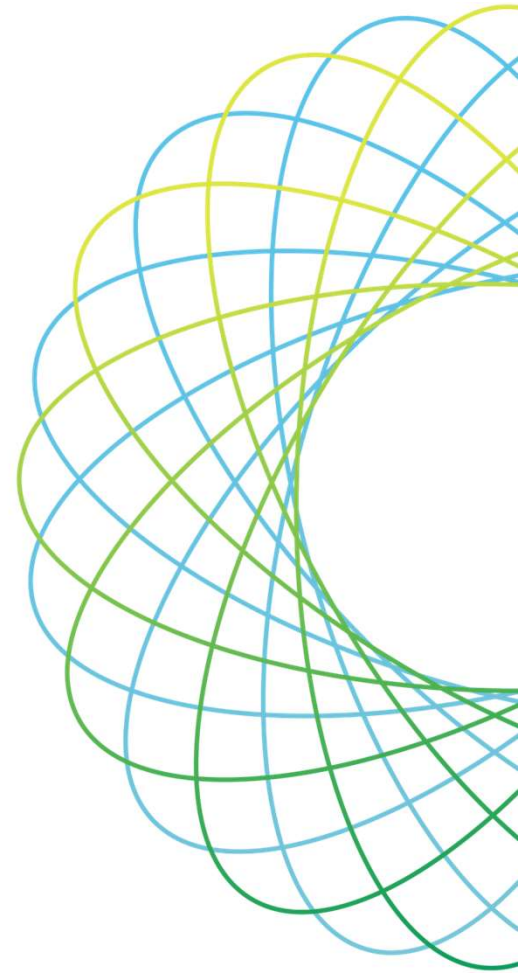


**Moorfields
Eye Hospital**
NHS Foundation Trust



Moorfields Eye Hospital – who we are and supporting others

Melanie Hingorani
Consultant Ophthalmologist



Proud Traditions

- The oldest and one of the largest centres of ophthalmic treatment, teaching and research in the world.
- More than half of UK-based ophthalmologists, and many overseas experts, have received their specialist training at the trust.
- In collaboration with the UCL Institute of Ophthalmology, we have one of the largest ophthalmic research programmes in the world.



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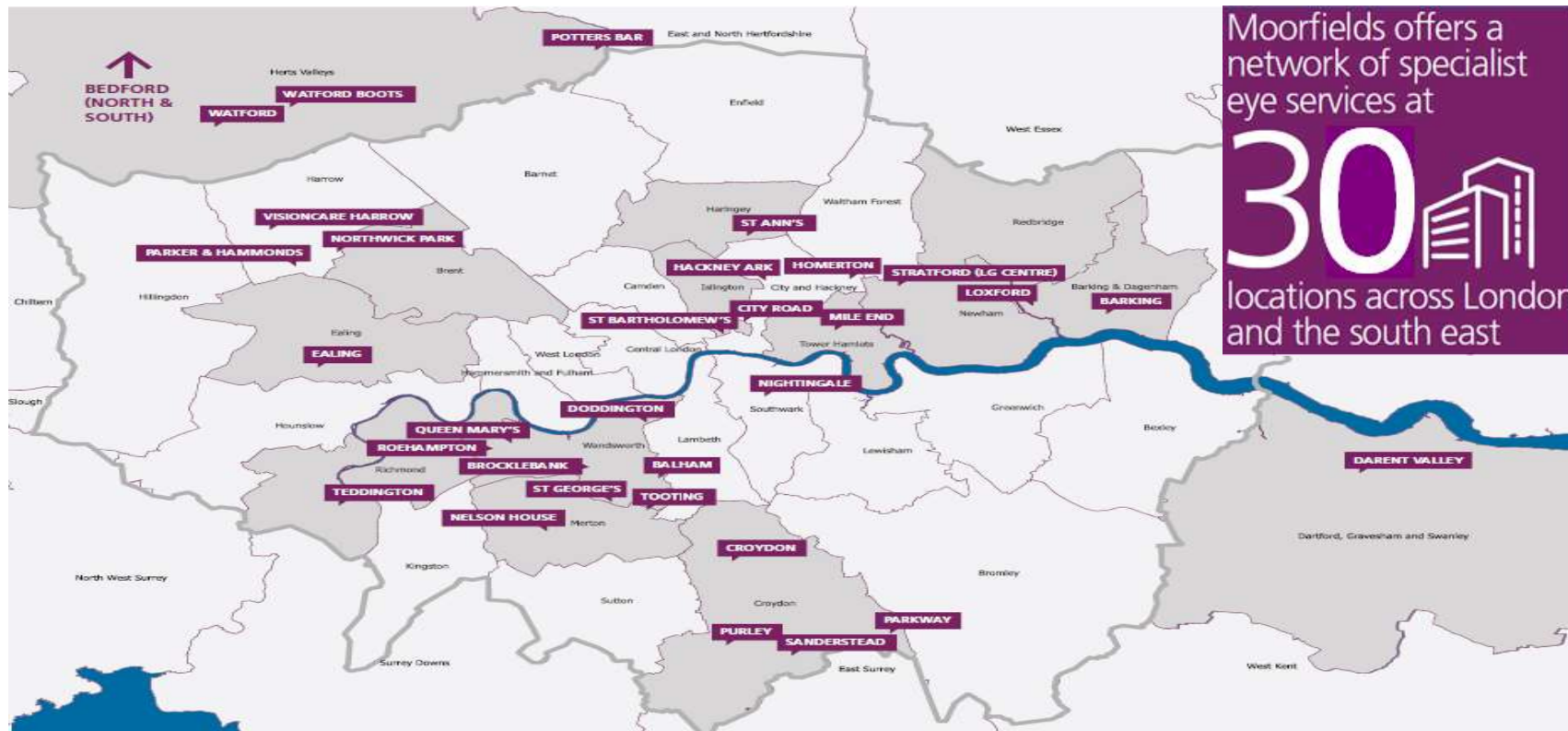
Our history



1804	Founded by John Cunningham Saunders as the 'London dispensary for curing diseases of the eye and ear'.
1837	Moved to lower Moorfields area of London and granted a royal charter.
1899	City Road site opened in 1899, extended in 1935, bombed in 1944, rebuilt in 1946.
1948	Became part of the NHS in 1948 and named Moorfields Eye Hospital in 1956.
Mid-1990s	Expansion beyond City Road began.
1998	Moorfields Private opened.
2007	Richard Desmond Children's Eye Centre opened.
2007	Moorfields Eye Hospital Dubai opened.
2015	Moorfields Eye Hospital Abu Dhabi opened.
2016	Moorfields Eye Hospital Dubai in the Al Jalila Children's Specialty Hospital opened.



Where we deliver care



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Our services in the United Arab Emirates



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Research and development

- We are one of only 20 biomedical research centres in the UK.
- We are a founding member of UCL Partners, one of six nationally designated academic health science centres.
- We conduct cutting-edge and world-leading research into the care of eye disorders and diseases.



Innovation and discovery

- **The London Project to Cure Blindness:** restored sight of first patients receiving a new treatment derived from stem cell technology.
- **DeepMind Health:** pioneering study looking at how artificial intelligence can help us diagnose and treat eye conditions faster and more accurately.



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Teaching and education

- We educate medical students from University College London, Queen Mary University of London and St George's medical schools.
- We train pre- and post-registration nursing and allied health professionals in many ophthalmic disciplines.
- We are recognised as a world leader in higher surgical training to ophthalmologists.



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Commercial and charity

- We have two profitable commercial divisions:
 - Moorfields Private
 - Moorfields Eye Hospital in the United Arab Emirates (UAE): Dubai, Abu Dhabi.
- Most profits reinvested in NHS services (between £6-7 million a year).
- We are supported by two charities:
 - Moorfields Eye Charity
 - Friends of Moorfields



Our strategy

“Working together to discover, develop and deliver the best eye care”

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.



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Our corporate objectives



Ambitions



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



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



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



We will collaborate to shape national policy

Enablers



We will attract, retain and develop great people



We will have an infrastructure and culture that supports innovation



We will have a sustainable financial model



We will be enterprising to support and fund our ambitions








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Patients and productivity

Patient activity

Place of care and patient visits		Patient visits	
		2017/18	2018/19
	A&E	96,947	97,222
	Day case (patients with planned treatment who need a bed in the day, but don't need an overnight stay)	37,718	37,787
	Inpatient planned (patients with planned treatment who need an overnight stay)	1,184	1,142
	Inpatient unplanned (patients who need emergency treatment and an overnight stay)	2,780	2,630
	Outpatients (patients with a planned appointment who don't need an overnight stay)	601,986	644,196
Grand total		740,615	782,977



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The CQC rate Moorfields as:



The CQC rate our services for children and young people as:



The CQC rate Moorfields at City Road:



Who we are



21,000+

foundation
trust members
including staff



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Confidence in our services

Staff recommending
Moorfields as a place
to receive treatment

95%

Staff recommending
Moorfields as a place
to work

77.97%

Moorfields ranks first in:

- Staff satisfaction with the quality of work and care they are able to deliver
- Staff motivation at work
- Staff satisfaction with resourcing and support

*Compared to other acute specialist trusts



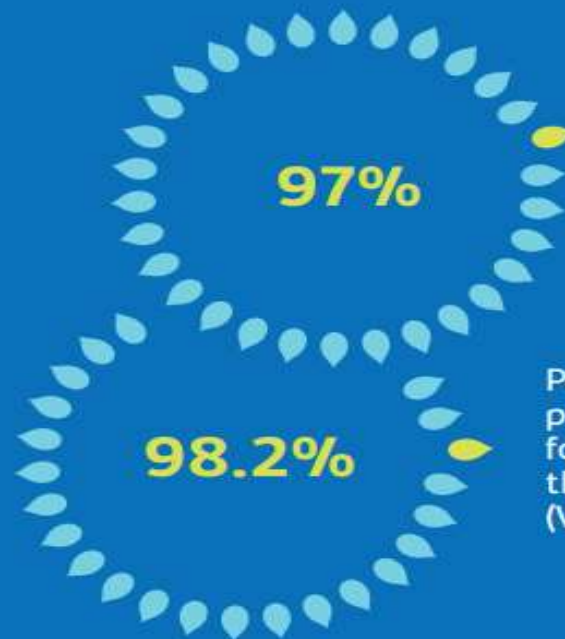
Our performance



Our performance

This year we

- Treated record numbers of patients across our NHS network sites.
- Achieved all national waiting time targets.
- Exceeded the target for all of our Safer Surgery Checklist measures.



Friends and family test respondents say they would recommend us.

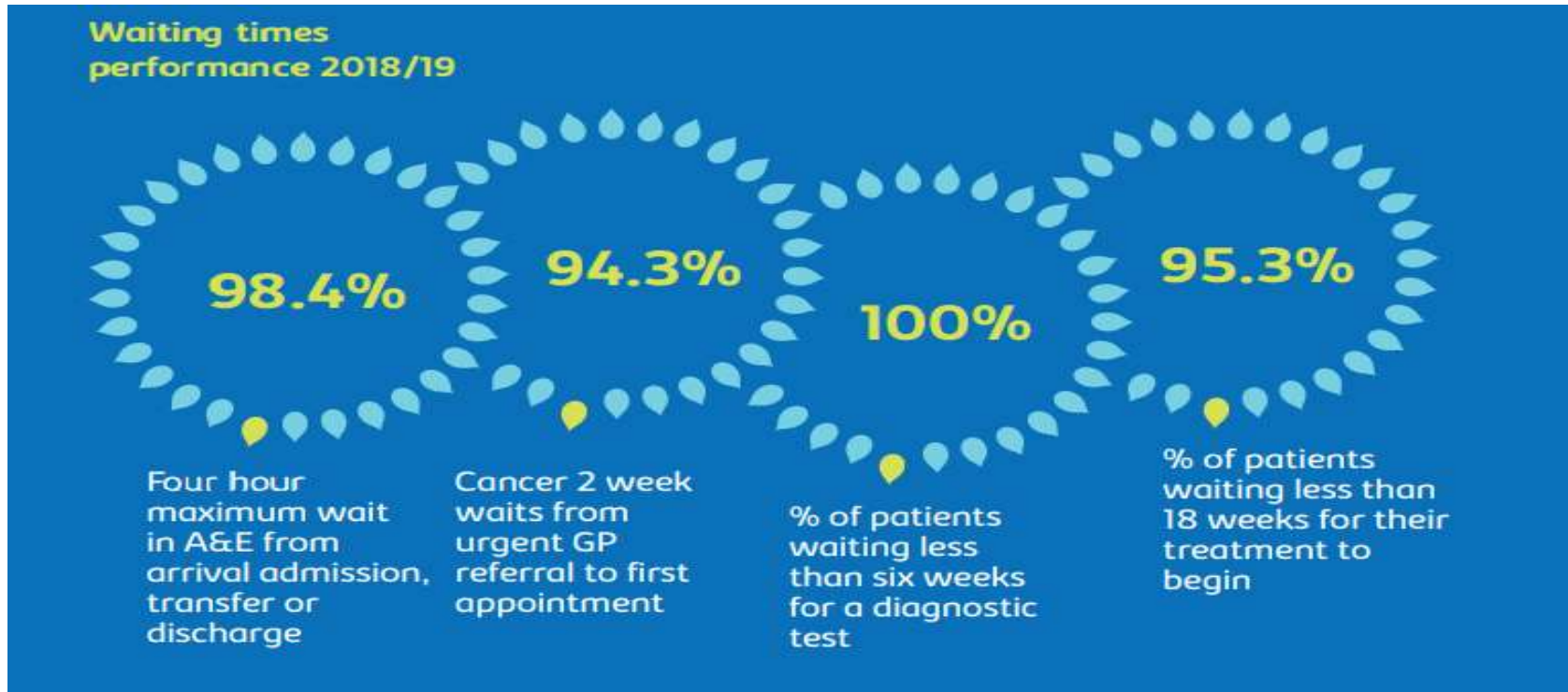
Percentage of patients screened for Venous thromboembolism (VTE)



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Our performance



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Our patients

"If it wasn't for Moorfields who operated on both my eyes I would have lost my sight
#DetachedRetina #ThankYouMoorfields."



"Thank you to the wonderful staff at
@Moorfields for their patience &
understanding when checking out our
boy's poorly eyes."



"All staff were courteous, informative, caring and
very pleasant. Thank you Moorfields for the caring
treatment I received..."
(Friends and family test comment)



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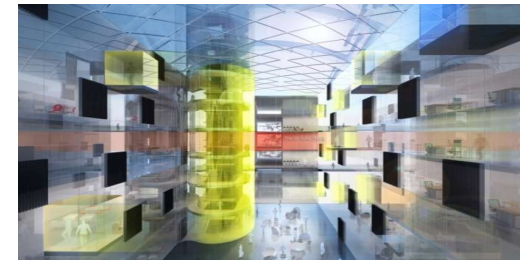
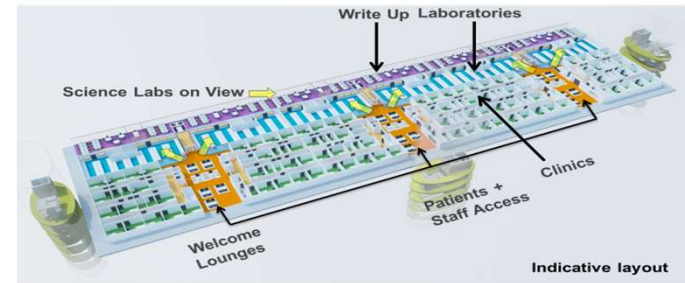
Our future – Project Oriel

Moorfields Eye Hospital, Moorfields Eye Charity and the UCL Institute of Ophthalmology are working together to plan, design, build and operate a new integrated facility that will deliver:

- Eye research
- Education
- Healthcare

Benefits of our preferred option:

- Purpose-built, highly flexible building, focused on patients while attracting and retaining the best ophthalmic scientists, educators and clinicians.
- At Kings Cross in close proximity to London's Research Quarter and MedCity with improved transport links and access.
- Opportunity to maintain our reputation as a world-leading eye centre, known globally for our expertise and understanding of eyes.



Moorfields Consultancy – Supporting others

- Expansion to support, sustain and improve other hospitals' ophthalmic services in our many sites
- Have provided consultant staff to work alongside and support local services in certain sites
- Many of our consultants are involved in Royal College of Ophthalmologists support and reviews of services in difficulty
- Several specialty advisors to CQC, the NHS healthcare regulator
- Have always been a source of informal free advice and information for professionals and eye services across the UK
- As founder member, we are a key source of support and advice for the World Association of Eye Hospitals members.
- National Vanguard status in 2015 published national “toolkit” for multisite networked care for all specialties
- Founded and run the UKOA (UK Ophthalmology Alliance) linking all NHS provider hospitals with key sector stakeholders and ophthalmic patient charities



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Moorfields Consultancy – Developed naturally over time

- As demand for ophthalmic services exploded due to demographic changes, receiving many more queries, requests for help and support
- Started providing pro bono or at cost “review” services to UK units in 2015 with success and improvement resulting
- Undertook 1 week pro bono consultancy in St John of Jerusalem Eye Hospital group
- Undertook a paid international consultancy project for the first time in 2017
- We are continuing to undertake this work
- Are looking to expand and formalise this area over this next 12 months



Our corporate objectives



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Whilst mindful of our duties as public sector organisation



Moorfields Consultancy – Client support

- Our aim is to support eye hospitals and departments by applying and adapting our knowledge and expertise to their needs
- Deliver tailor made support
- We are interested in exploring any area of ophthalmology and eye care where we can add value
- Multidisciplinary team from Moorfields and/or UCL who have the right expertise
- Getting to know client and understanding their context are really important
- Co-design and agree a project with clear objectives that typically involves the team visiting, the potential for client to visit Moorfields / UCL and the transfer of our knowledge and expertise (e.g. processes, pathways and education) adapted to client's situation and setting.

Moorfields International Consultancy



Areas we have explored the most for focused Moorfields support

- Improving the quality and safety of eye care
- Expanding and developing a network of eye care
- Educating and training professionals
- Integrating research into strategy



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Moorfields Consultancy – transferrable tools developed – Quality and safety



Comparisons with Moorfields and international standards.

- Quality governance framework
- Surgical safety framework
- Infection control programme

<ul style="list-style-type: none">▪ Leadership▪ Clinical effectiveness, audit and outcomes▪ Reporting and regulation	<ul style="list-style-type: none">▪ Patient safety and clinical risk management▪ Infection control	<ul style="list-style-type: none">▪ Surgical safety▪ Patient experience and engagement
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Moorfields Consultancy - People

Moorfields and the Institute of Ophthalmology's vision is to be the global leader in eye and vision related health education - delivering a curriculum that embeds innovation and enterprise through research informed teaching.



People are the key to the future of any eye service. We train and educate people to deliver eye care of the highest quality and to continue to discover and improve eye care for more patients. We can support client to:

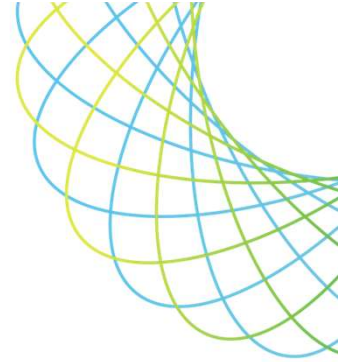
- Produce an education plan that develops your workforce to deliver your organisational strategy
- Educate your staff. We offer a wide range of courses that can be delivered in London or at your base, either face to face or on-line. We cover all aspects of clinical ophthalmology, optometry, ophthalmic nursing and allied health along with life sciences as healthcare management.
- Establish leadership and management programmes for your clinical and managerial staff that focus on vision and eye health.
- Curriculum development - assisting you with developing clinical, life science and healthcare management programmes that are quality assured. Our programmes are rated number one in the world and we can help you deliver best practice and student and employer satisfaction.
- Appraisal and performance management tools.



Case study –Clinica Oftalmologica Pasteur

- Ophthalmic hospital chain in Chile.
- Chile has lack of ophthalmologists, private provision concentrated in few geographical areas, and poorly served public sector and – access to timely safe care is difficult.
- Requires a solution for Chile – provider, educators and government.
- Requires a bigger solution for South America eventually.
- Phase 1 – initial visit 2017 – baseline assessment, recommendations, basis for longer term relationship
- Phase 2 – 2018 Larger team from Moorfields with detailed objectives supported to:
 - Pass accreditation from regulators
 - Implement international standard ophthalmic quality and operational governance including for a network including frameworks and programmes
 - Support to design and gain approval for new ophthalmologist training programme between them and public sector
 - Gain support from Health Ministry for principles of public sector-Pasteur initiative for networked care across county and extended roles of non medical professionals
 - Identify initial suitable sites and partners for expansion and pilot of enlarging network

Case study –Clinica Oftalmologica Pasteur



Phase 3 now under negotiation for details:

- Education of medical and non medical staff with blend of tools – support to educate themselves, Moorfields train remotely (online and live video) and some face to face
- Implementation of the local training and workforce performance management and development
- Implementation of major quality improvement programme
- Analysis and implementation of expansion to new sites
- Co-development of public sector expansion and training with government

Any questions?

For any questions or further information please contact:

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