

Moorfields Eye Hospital NHS Foundation Trust

Our vision of excellence.

A five-year strategy for Moorfields Eye Hospital. 2017-2022.

Welcome to the strategy for Moorfields Eye Hospital 2017-2022

This brings together all aspects of our work across clinical care, research and education and applies to our NHS and private services, both in the UK and internationally. It builds on our original 'Vision of Excellence' published in 2012, and responds to significant changes in the world around us so that our strategy remains relevant for the next five years.

It is important that everyone involved with Moorfields has a shared understanding of our primary motivation, our role in responding to the specific challenges of today's world and our priorities. This will help us to work together so that we can provide the best care for our patients now and in the future.

Core belief

The shared belief that motivates us.

Context

The most important factors that affect our work in today's world.

Purpose

The role we aim to play in today's world.

Objectives

The outcomes we aim to deliver over the next five years.

The following explains each of these elements in more detail.

Core belief

Our core belief is what motivates all of us on a day-to-day basis and our strategy is firmly rooted in this belief.

Our sight is a critically important sense. Sadly sight loss is an increasing reality for many people, every five seconds someone in the world goes blind ¹. It is

estimated that by 2050 there will be four million people in the UK living with sight loss 2. The ageing population is adding to this challenge, resulting in greater and more complex demand for eye services as one in five people over the age of 75 live with sight loss 1.

The experience of losing sight is distressing, and can be isolating and costly for those affected. Putting the people affected by sight loss at the centre of care is essential if we are to support their needs.

1. Fight for Sight research 2014 <http://www.fightforsight.org.uk/about-the-eye/facts-about-sight-loss/>

2. The economic impact of partial sight and blindness in the UK adult population
Author: Access Economics Publisher: RNIB Year of publication: 2009.
<http://www.rnib.org.uk/knowledge-and-research-hub/research-reports/general-research/future-sight-loss-uk-1>

We are all motivated by the core belief that: People's sight matters

This statement is inclusive and respectful of varying degrees of sight loss. Whether an individual is blind, partially or fully sighted, we believe that everyone's needs should be taken into account.

In a recent survey 86% of people in the UK said they value their sight above any other sense 1.

Context

The context in which we operate is determined by the circumstances that affect our work today and in the future. These circumstances include our history and past achievements as well as changes happening in the world around us.

Moorfields has been a world-leading eye centre for over 200 years and is known for its expertise and understanding of eyes. We provide a wide range of clinical services, caring for patients with routine medical needs as well as those with rare and complex conditions. We serve the NHS and private sectors in the UK and deliver care through our international services.

We have a global brand, world-leading research partnerships and some of the best eye care clinicians who are universally recognised leaders in their field. Our strong network of sites enables us to share our expertise with many people across the UK and globally.

Our patients and staff care passionately about what we do, and often remain loyal supporters of the organisation over many years.

Working with other healthcare professionals, providers, commissioners, patient and professional groups and charities is an important aspect of Moorfields' wider role. Our partnership with University College London (UCL) is essential to our progress, particularly in education and research.

There are many changes in the world around us that affect what we do and the role we play.

These are the five most important drivers we considered when shaping our strategy:

1. Considering the whole person makes a difference

Eye disease is often associated with other medical conditions including dementia and cardiovascular disease, as well as inflammatory diseases, developmental and neurological conditions, and diabetes. Eye care can rarely be considered in isolation and the broader consequences of any condition on a person's life are vitally important. Sight loss can have significant implications for an individual's social and emotional wellbeing, and that of their family. Although our expertise is eye health and care, we have a duty to consider and care for the whole person and their wellbeing.

2. Collaboration is increasingly important and possible

A joint effort is required to meet the increasing challenge of sight loss. We must work together with those personally affected and colleagues from across all sectors to find better ways to prevent, diagnose and treat eye disease. We must also learn how to best support people living with sight loss. By working together, we will have a greater impact and deliver better outcomes.

3. Patient expectations are changing

Advances in digital technology and its widespread adoption are changing the way that people interact with each other and with organisations. People are becoming more vocal, expecting service providers to be responsive, and seeking to be more active participants in their healthcare. We must be alert to the changing expectations of our patients and be open to finding new ways of working. We also need to support our staff and patients to work together in better ways.

4. Technology will continue developing at pace

Changes in technology are becoming increasingly sophisticated and rapidly adopted. The application of emerging scientific knowledge to practical purposes ranges from robotics and machine learning, to genetic sequencing and personalised medicine. These bring new opportunities and challenges. We need to keep learning from the world around us so we can harness new technologies to serve our ambitions, whilst being respectful of patient privacy and responsible with data.

5. There is economic and political uncertainty

The world in which we operate is changing. The implications of leaving the European Union are unknown but it is likely to have an impact across our organisation, from our workforce to our academic partnerships. Continued challenges to our funding will also affect the decisions we make. We must build resilience so these changes impact as little as possible on our patients, our staff and the services we provide.

Purpose

Our purpose summarises the role we want to play in the world, in response to our core belief and our context. We want everyone to understand our purpose so that we have a shared foundation when we make important decisions.

Moorfields has a heritage of expertise in eye care, research and education and we are respected as a leader both nationally and internationally. Looking ahead to the opportunities and challenges of a changing world, we need to build on our past and adapt for the future so that we continue to be relevant for our patients.

This leads us to our purpose:

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

Develop

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

Discover

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

Deliver

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

Objectives

Our objectives describe what we need to become and what we need to do to realise our purpose. They are deliberately ambitious because we want to challenge ourselves, so that we deliver the best we can for our patients.

We have identified eight objectives: four are ambitions that represent the impact we aim to have in the world and four are enablers that represent what we need to do within Moorfields to achieve our ambitions.

To make the implementation of our strategy focused and measurable, our trust board will use these objectives to track progress over the next five years. We will develop implementation plans for these objectives collaboratively with staff and patients and share them in separate documents.

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

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

What will success look like?

For each objective we describe what success will look and feel like, and identify the key measures we will use to monitor our progress.

Objectives

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

We will work in partnership with health and social care providers so that our patients have a positive and empowering experience; being treated at the right time, in the right place, by the right professional. People will choose Moorfields as their care provider because they will be confident of receiving the best clinical outcome and an excellent personal experience. Our patient journeys and operational processes will be optimised to ensure we are delivering our services efficiently.

Key measures will include:

- outcome and experience measures reported by patients
- clinical outcome measures
- service efficiency measures, including waiting times and missed or rescheduled appointments
- quality ratings from our regulators.

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

We will focus our work on answering a clear set of research questions that are developed with and understood by our patients, staff and partners. We will encourage all staff and parts of our organisation to participate in research. Together with UCL, we will find new ways to prevent, diagnose and treat eye disease. We will also learn how to support and empower patients with sight loss, developing techniques and technologies for self-care and self-management. We will actively contribute to national programmes and partnerships, sharing our new discoveries effectively and learning from discoveries made by others.

Key measures will include:

- leading edge treatments developed and implemented
- ranking on national research excellence framework; a government assessment of the quality of our research
- impact statements of global significance where our research makes notable gains to the health and wealth of nations
- proportion of patients aware of and participating in research studies, including as co-investigators.

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

We will collaborate with our patients, partners and students to provide innovative, accessible and relevant educational programmes. We will work with our staff, other providers and professional bodies to develop extended roles that meet the needs of our patients. We will seek to learn and share knowledge across our organisation by engaging our patients and staff. We will help our patients, staff and partners to connect in order to share their knowledge and learn from each other.

Key measures to include:

- student satisfaction and performance measures
- proportion of Moorfields staff working in extended roles
- patient participation as students, educators and peer learners
- breadth and take-up of curriculum offering.

4. We will collaborate to shape national policy

We will be a responsible, collaborative and valued champion of the eye care community. We will use our knowledge and expertise to influence national policies, including clinical and professional standards that impact our patients, staff and services. Our patients, staff and partners will be aware of and contribute to our policy work, helping us to prioritise and contribute.

Key measures to include:

- participation in advisory committees convened by professional bodies, commissioning organisations and the Government
- staff, patient and partner understanding of our focus and priorities in influencing policy
- provision of evidence and leadership to directly influence policy, including professional and clinical standards
- perception of Moorfields as a collaborative thought leader among peers and partners.

5. We will attract, retain and develop great people

We will be known as a dynamic and supportive organisation that offers staff opportunities to develop new skills. We will attract committed and talented people who want to realise their potential and who demonstrate the commitments of The Moorfields Way. This will apply across our organisation to all professions, roles and sites. We will have inclusive development programmes and promote opportunities so that everyone can get involved. We will work with our partners to value, support and develop our volunteers.

Key measures to include:

- staff and volunteer experience and satisfaction measures
- external recognition of Moorfields' staff as teams and individuals
- recruitment measures
- staff turnover measures including internal progression.

6. We will have an infrastructure and culture that supports innovation

We will harness digital solutions, supported by improved operational processes, to empower and enable our patients, staff and partners. We will have facilities that help us provide a positive experience for our patients and our staff. We will have a caring, inclusive culture that encourages everyone to ask questions and be open to new ideas. We will have processes that support our staff to try new ways of working in a safe, supportive and timely way.

Key measures to include:

- delivery against key capital development milestones, including demonstrable progress of our new research, education and clinical care centre in collaboration with UCL and Moorfields Eye Charity
- delivery of digital solutions for our patients and staff, including adoption of an electronic medical records system
- organisational health measures embedding The Moorfields Way commitments
- effectiveness of business and decision-making processes.

7. We will have a sustainable financial model

We will have a clear understanding of our financial model so we can respond to any economic risks or opportunities. We will deliver an annual surplus which we will use to fund our ambitions. We will be open with our patients and staff about any decisions that affect them or our services.

Key measures to include:

- delivery of annual surplus in line with our long term financial model
- financial ratings from our regulators
- organisational liquidity measures.

8. We will be enterprising to support and fund our ambitions

We will have a profitable private and international business that supports our work by growing our reputation and funding our ambitions. We will commercialise our discoveries and educational programmes to increase their impact and to resource our future work. We will seek new partnerships to support and accelerate our ambitions. We will celebrate our enterprising achievements with patients, staff and partners.

Key measures to include:

- financial contribution and return on investment from commercial activities

- market penetration and market share measures
- development of partnerships across scientific, technological, pharmaceutical and other sectors
- patient and staff awareness of our enterprise aspirations and achievements.

Our commitments

How we do our job matters as much as the role we play. We are committed to The Moorfields Way as the expression of our values:

we are caring

we care about our patients, our people and the health system

we are organised

we ensure we manage services well

we are excellent

we are a world leading eye care provider

we are inclusive

we are open and seek to involve a range of opinions

Summary

Core belief

People's sight matters

Context

- Considering the whole person makes a difference.
- Collaboration is increasingly important and possible
- Patient expectations are changing
- Technology will continue developing at pace
- There is economic and political uncertainty

Purpose

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

Objectives

Ambitions

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Enablers

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- 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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