



Moorfields
Eye Hospital
NHS Foundation Trust



Moorfields Annual review

2020-21

Contents

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- 3** Introduction from Tessa Green and David Probert
- 4** Who we are and what we do
- 6** Performance statistics
- 8** Covid-19 response and collaboration
- 10** Staff
- 11** Innovation
- 14** Research
- 15** Education
- 16** Private
- 17** Friends of Moorfields volunteers
- 18** Oriel
- 20** Moorfields Eye Charity
- 21** Summary of accounts
- 22** Our board and governors

Moorfields
**Annual
review**

2020-21



Chairman and chief executive's introduction

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The last year has presented us with challenges that have tested us on a scale we could never have anticipated. It gives us immense pride to be able to say we have come out of it stronger, through the commitment, dedication and ingenuity of our staff.

This report is packed with statistics that are driven by people's dedication and perseverance. We were restricted to 45% fewer activities, as the pandemic curtailed services, particularly during lockdowns. On top of this, many patients became anxious about coming to the appointments we were able to offer. Over 60,000 patient journeys were saved as we found new ways of working, with 163 clinical teams moving online, including over 25,000 video consultations. An office block was turned into an innovative diagnostic hub in weeks, over Christmas, and a new injection suite set up in place of an outpatient clinic in Purley in just eight days.

Where we could continue to operate, we delivered our best-ever performance in urgent and emergency care, continuing to exceed A&E and cancer targets. 231 people stood up to support other trusts through redeployment during lockdowns. And the prudence of our finance team has

ensured we remain in a strong position for the future, with sound results in turbulent times.

We are also proud of our partnerships. Oriel continues to advance, clearing hurdles including its outline business case and securing a resolution to grant planning permission from Camden Council. Research has forged ahead, with 29% more papers published with a Moorfields author than in 2019/20, and more active studies too. Friends of Moorfields volunteers helped reassure and support patients. Moorfields Eye Charity has continued to raise funds over the last year, and raised over £300,000 towards its emergency coronavirus appeal. The charity and its supporters have massively contributed to staff wellbeing during the pandemic, as well as continuing to support vital eye care research and education.

Through a combination of hard work, resilience and innovation, Moorfields has pulled together during this last year, and is in a good position to take advantage of the opportunities 2021/22 will bring.



Tessa Green
**Tessa Green CBE,
Chairman**



David Probert
**David Probert,
chief executive**



Who we are

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Moorfields Eye Hospital NHS Foundation Trust is a world-class centre of excellence for ophthalmology research and education and is the UK's leading provider of eye care services. Our reputation has developed over 200 years.

More than 2,000 full and part-time staff are committed to ensuring that we remain at the cutting edge of innovation in ophthalmology. We were one of the first trusts to become a Foundation Trust in 2004 and are a founder member of UCL Partners, one of the UK's first academic health science centres. We are one of only 20 sites nationally that has National Institute of Health Research (NIHR) Biomedical Research Centre (BRC) status. This allows us to support ground breaking research initiatives and enables us to fast-track projects to benefit patients more quickly.

We have a network of sites in London and the south east of England, and provide private services in England and the United Arab Emirates. The Care Quality Commission (CQC) awarded us an overall rating of 'Good', with our City Road site achieving an 'Excellent' rating.



What we do

We provide a wide range of ophthalmology services, caring for hundreds of thousands of patients across London with routine eye problems alongside those with rare and complex conditions. The volume and variety of conditions treated and researched into by our teams means that we offer patients a unique range of skills, insight and treatments.



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

In partnership with the UCL Institute of Ophthalmology and other strategic partners, we conduct world-leading research, turn this into innovative treatments and ways of working, disseminate our findings and learnings and play a leading role in the training and education of eye care clinicians.

Our strategy

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 are in the process of updating this strategy, with the input of our patients, staff and partners, to create a new plan to help shape the post-Covid-19 future of Moorfields.





Performance statistics

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Patient activity

	2018/19	2019/20	2020/21	
A&E	97,222	95,523	61,173	-36%
Day case	37,787	40,383	15,999	-60%
Inpatient planned	1,142	1,582	704	-55%
Inpatient unplanned	2,630	2,957	1,244	-58%
Outpatients	644,196	643,343	340,180	-47%
TOTAL	782,977	783,788	419,300	-47%



94%

of patients would recommend us to their friends and family

A&E performance

Indicator

A&E four-hour performance

2019/20

98.5%

2020/21

99.9%



Time to treatment in A&E department – median

2019/20

126 mins

2020/21

85 mins



Time to assessment in A&E department – median

2019/20

18 mins

2020/21

10 mins



Cancer performance

Indicator

Cancer two week waits – first appointment, urgent GP referral

2019/20

96.4%

2020/21

97.8%



% cancer 14-day target – NHS England referrals (ocular oncology)

2019/20

91.1%

2020/21

94.5%



Cancer 62-days from urgent GP referral to first definitive treatment

2019/20

85.7%

2020/21

100%



Covid-19 response and collaboration



Moorfields' national role in improving eye care

From the start of the pandemic, Moorfields staff have offered themselves for redeployment, and senior executives have been engaged in supporting the national ophthalmology response, planning for London wide recovery and even chairing NHS England's roll-out of video consultations.

Melanie Hingorani explains her part in this:

"As well as being a consultant at Moorfields, I serve as chair of professional standards for the Royal College of Ophthalmologists and clinical lead for the National Eye Care Recovery and Transformation programme at NHS England and Improvement (NHSE).

"In March 2020, the College was overwhelmed with professionals needing evidence based guidance on Covid-19. Moorfields' support was crucial in this and is hugely appreciated nationally, as well as across London.

"Ophthalmology is now the biggest of all outpatient specialties, with demand rising rapidly. The work NHSE does to help trusts get through their backlog draws on Moorfields initiatives such as helping optometrists to stratify clinical risk, rolling out video consultations, testing vision at home, diagnostic hubs, cataract drives and addressing workforce challenges.

“
Moorfields' support is hugely appreciated nationally, as well as across London.
”



"The national focus for transformation is firmly fixed on ophthalmology, and innovations need to be rolled out across England at pace, and be scaled up from small pilots to deliver big change.

"It's an exciting time for our profession, and we have to use this opportunity, as it might not come again for a long time!"

Supporting urgent operations for London trusts

.....

Moorfields and King's College Hospital joined forces to provide urgent, sight-saving treatment through surgeons from King's working with Moorfields facilities and theatre staff.

Avi Kulkarni, consultant ophthalmologist at King's, explains: "We faced the prospect of patients losing their vision. Moorfields were incredibly supportive and understanding, and we undertook the first operations within two weeks of initial discussions. This is a remarkable logistical achievement with the obstacles caused by the pandemic - a testament to hard work and collaboration between hospitals.

"Thank you to the Moorfields team. You have been magnificent and have made us feel so welcome."

We were also able to support the Royal Free Hospital and Royal London Hospital during the pandemic.

Collaboration

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Redeployment

Throughout the pandemic, our staff have gone over and above, both in delivering and transforming services and in reaching out to our patients.

Many individuals offered to help other trusts across London and beyond. Michaela Olsen, clinical physiologist, described her redeployment to the intensive care unit at the Royal Free Hospital.

"The hours were long and the work was heavy, but I loved how everybody came together. We were all one team and tried our best to look after very poorly patients and bring them some comfort. I witnessed some amazing work in truly difficult circumstances and a high-pressure environment. The staff had the utmost compassion, and I was glad to play a small part in caring for the most critically ill."



Our staff recognised for prestigious honours



Dawn Sim



Louisa Wickham



Mariya Moosajee



Sobha Sivaprasad

Moorfields staff have been awarded high profile accolades nationally and internationally. This includes nurse consultant Adam Mapani receiving an MBE, optometrist Dr Reena Chopra receiving the George Giles postgraduate research prize from the College of Optometrists and nurse Annick Fotso winning a Royal College of Nursing London Rising Star award. We also had four staff members feature on this year's The Ophthalmologist Power List (left) - a list of the most influential women in the world of ophthalmology.

New staff wellbeing area



Moorfields Eye Charity has funded a new wellbeing space at our City Road site and improvements to staff welfare areas at several sites across the Moorfields network, for staff to step away from work, have lunch, chat or just relax. Robert Dufton, chief executive, Moorfields Eye Charity, said

“

Thanks to support from our generous donors, we've been able to create a space for staff to recharge their batteries during the day, helping them to deliver the best possible care for patients.

”



Innovation

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Cataract drive

In September 2020, Moorfields undertook a 'cataract drive' (right) to help clear the waiting lists for cataract surgery following the pandemic.

This saw eight operating theatres at Moorfields across six days provide four times the cataract procedures that they usually perform in a week, over 700 operations. To make this possible, Moorfields Private offered up theatre space and the day surgery process was redesigned, so that patients spent just over an hour on site.

Further drives took place at St George's, Northwick Park and Croydon, where the team cleared 23% of the surgical cataract waiting list in just one week.



World-first robot eye cancer surgery

For the first time, surgeons at Moorfields Eye Hospital and Guy's and St Thomas' administered a delicate procedure using a robot to successfully remove a tumour next to a patient's eye. Thanks to this surgery, the patient, who would otherwise have lost her eye due to cancer, has kept her vision and needs no further treatment.

Diagnostic hubs

Moorfields has introduced new ways of working to allow more patients to be seen in a socially distanced environment during the Covid-19 pandemic, rolling out diagnostic hubs.

Instead of waiting to see a consultant on the same day that eye tests take place, these hubs give a series of rapid tests, completed within a 45 minute visit. Each patient's results are then individually reviewed online by the consultant and their team. Patients receive a letter informing them of the outcome of their

tests, with some being offered a remote video or telephone appointment to discuss them. Patients will only need a subsequent hospital visit if the consultant sees something requiring urgent or in-person attention.

Diagnostic hubs free up more time for consultants to spend with those patients who need more in-depth specialist care. They can also be set up in locations closer to where patients live, such as the new Hoxton site, which opened in a space that used to be commercial offices.



Department of digital medicine

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As part of our commitment to digital innovation, we launched this new department to strengthen and accelerate our pioneering work using digital technology to provide the best care possible for our patients.

The new department will be responsible for monitoring the clinical safety of digital systems, coordinating clinical input into the design of our digital infrastructure and supporting the implementation of new technologies like artificial intelligence (AI)

into clinical practice. It will also undertake real-world validation of new capabilities and rapid piloting of new digital services.

Peter Thomas, chief clinical information officer, explained: “Moorfields has always been a world leader in digital medicine. This department will help us to continue to make big strides in utilising the latest technologies to transform the way in which we deliver eye care, normalising the use of digital medicine across our services.”

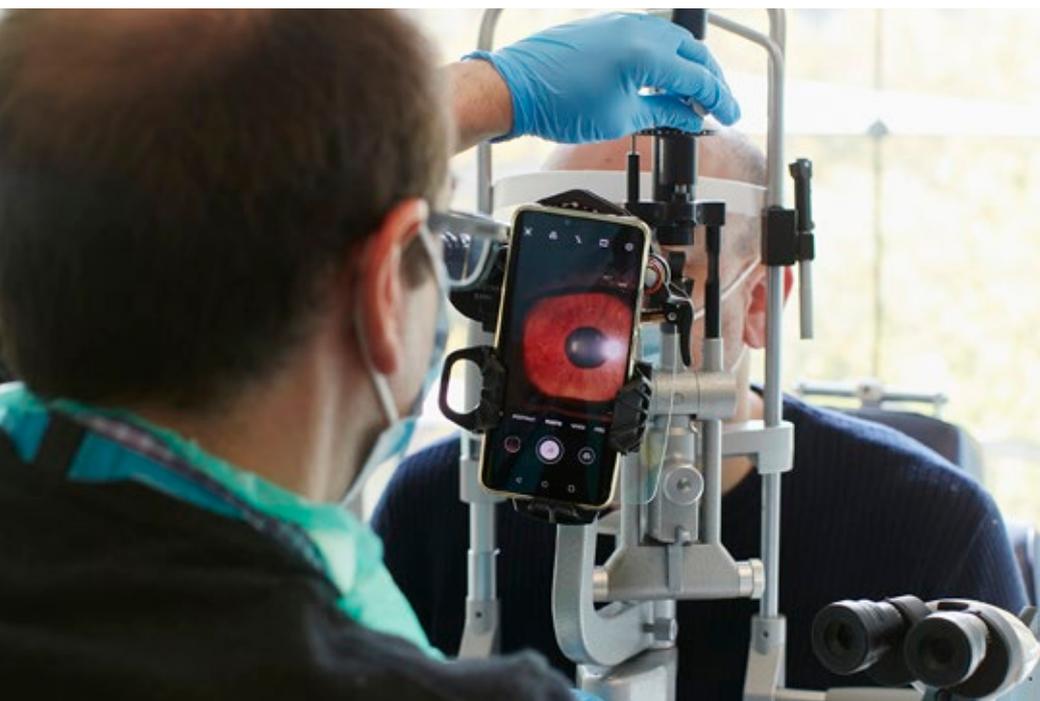


Monitoring vision from home

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Moorfields patients can now use a smartphone-based app to remotely test and monitor changes in their vision at home, invaluable during the Covid-19 lockdown.

Previously, patients would attend an in-person appointment, but now they can test their own vision at home, with results sent instantly to their clinician. If the tests show any deterioration in the patient's eye health, an alert is automatically triggered, which allows the clinician to intervene at an early stage of disease progression, with the possibility of a better outcome.



Research

Research and discovery

Along with our partners at the UCL Institute of Ophthalmology, Moorfields is recognised as a world leader in ophthalmology research, consistently ranking in the top three worldwide for research output and impact.

Year on year recruitment

2019/20 to 2020/21

-13% 
Patients recruited to studies

Vs

-47% 
Patient activities



Research partnerships

- ▶ Our partnership with UCL Institute of Ophthalmology represents one of the largest vision research partnerships in the world.
- ▶ We host the only Biomedical Research Centre dedicated to eye care, one of 20 translational research centres in England funded by the National Institute for Health Research (NIHR).
- ▶ Moorfields hosts an NIHR Clinical Research Facility, which explores the latest treatments through clinical trials and studies. This enables us to swiftly bring breakthroughs in experimental medicine to our patients.
- ▶ We now work closely with up to 50 academic, commercial and NHS research partners across the UK and abroad.
- ▶ We have adapted our clinical trial recruitment process to fit with our new patient pathways across the trust, such as diagnostic hubs, contributing to a marked increase in patient participation in trials.

SIREN

Over 500 Moorfields staff have volunteered for SIREN, a national study to help develop an understanding of the Covid-19 virus, antibody immunity and the impact of the vaccine.

Roxanne Crosby-Nwaobi, head of clinical research nursing, said: “We are very pleased that so many of our staff have come forward and have followed through with the fortnightly testing. The insight Public Health England get from this research is invaluable in understanding the protection vaccines and previous Covid-19 infection offer”.

Research opportunities at Moorfields - ROAM



We have launched a new web application, ROAM, where people can express an interest in taking part in research at Moorfields. Our clinicians will use the information gathered to identify people who are suitable to take part in the wide range of studies that we lead. Participants can also sign up to shape both research questions and how research is conducted at Moorfields. This forms part of our patient and public involvement programme.

Education

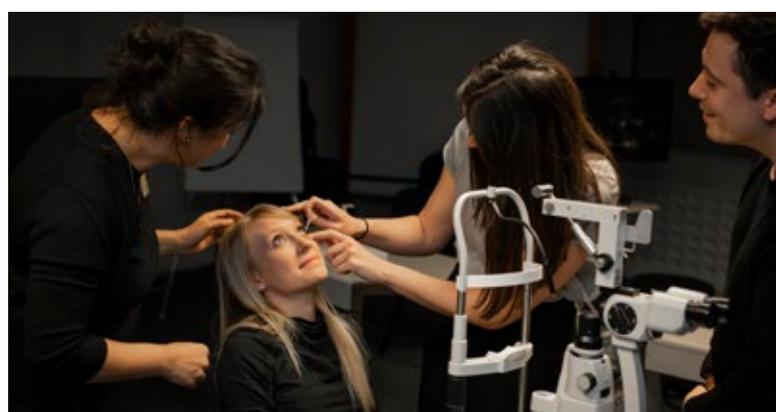
The pandemic has caused immense disruption to education, but the team has worked very hard to make the experience as 'normal' as possible for students, with all teaching moving online. Over the last 12 months, students have been engaged through 24 virtual events, and we recently launched a student-focused podcast in collaboration with the newly formed Ophthalmology and Vision Sciences Society.

We have launched two new programmes this year (MSc Bioscience Entrepreneurship and Post Graduate Certificate in Telemedicine), and a further three will join our [portfolio](#) in September 2021, bringing the total number of postgraduate taught programmes to nine, including MSc Orthoptics (pre-registration) which is now accredited by the Health Care Professions Council. This is in addition to our excellent postgraduate research programme, where students work with internationally renowned experts.

We are also pleased to announce that Rashmi Matthew (co-programme lead on

two MSc programmes) was awarded the UCL Teaching Excellence award for her commitment and success in teaching.

Applications have gone from strength to strength, with 70% more in 2021 than at this point in 2020. Almost 95% of students would recommend studying at the UCL Institute of Ophthalmology (IoO) and over 90% feel their programme is intellectually stimulating. And, in 2017 (the last time they were issued at a specialty level), IoO was nominated as the best place in the world to study ophthalmology by the Center for World University Rankings.



This library image does not reflect our current infection control practices

Private

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Moorfields Private is our private patient unit in London, with the Moorfields Private Outpatient and Diagnostic Centre providing consulting and diagnostic facilities for both general ophthalmology and refractive laser services, together with a dedicated pharmacy service, minor procedures room and injection suite.

Ward facilities stretch across three separate locations on the fourth floor of the hospital, accommodating up to 27 patients in individual rooms at any one time. The Refractive Laser Surgery Suite is also located on this floor. Two theatres in the main theatre department are dedicated to Moorfields Private.



Moorfields Private reinvests all its profits back into Moorfields Eye Hospital NHS Foundation Trust for the benefit of all patients.

In December 2020, Moorfields acquired the London Claremont Clinic in central London, a dedicated ophthalmology outpatient facility. The eight consulting rooms in New Cavendish Street replace the two consulting rooms previously available in Upper Wimpole Street. It is anticipated that the increased presence in the Harley Street area will attract further business, particularly from the international market.

In 2020/21, Moorfields Private fulfilled over 20,000 outpatients appointments, completed laser procedures on over 1200 patients and admitted around 3,300 patients for surgical procedures. These figures were significantly down on the previous year due to the disruption caused by Covid-19, when Moorfields Private facilities were used for NHS services.

Volunteers

Friends of Moorfields manage the trust's volunteer programme, which plays a vital role in the life of Moorfields. During the year, Friends of Moorfields provided around 140 volunteer hours each week. More than 100 volunteers gave their time and expertise.

During the pandemic, the Friends have taken on vital new roles, such as calling vulnerable patients to reassure them about their upcoming appointments and keeping patients safe with face masks and hand



sanitiser as they enter the hospital.

A volunteer, Andrew Whittington (above), has shared his experience volunteering during the pandemic: "I give out face masks and hand sanitiser so that patients can safely

attend their appointments at the glaucoma clinic. It's a very important role and I feel proud that I can help to make Moorfields a safe place to be. I like the feeling of helping patients at a time when they may be distressed or worried."



“

I like the feeling of helping patients at a time when they may be distressed or worried.

”



Friends of
Moorfields
Eye Hospital

Oriel

Oriel is the joint initiative between Moorfields Eye Hospital, the UCL Institute of Ophthalmology (IoO) and Moorfields Eye Charity that would see services move to a new, integrated centre on the St Pancras Hospital site in Camden.

This is our opportunity to create a world-leading centre for advancing eye health that is in keeping with the excellence of our talented workforce. Harnessing the expertise of the partners under one roof will enable us to deliver the highest quality eye care, research and education.

The new centre will enable clinicians and researchers to collaborate more closely and allow for earlier patient involvement in trials to speed up the delivery of treatments. The new centre has the potential to be a national exemplar for accessibility, providing



our patients with an environment designed to accommodate their varying needs.



Oriel

Creating the centre for
advancing eye health



In spite of the restrictions imposed by Covid-19, much has been achieved over the past year for Oriel, most notably the approval of the Moorfields outline business case in December 2020 and Camden Council's resolution to grant planning permission at the end of June 2021.

The Oriel team has continued to engage with a range of audiences, including people with sight loss, throughout the design process.

“
I am confident the new Oriel site will provide patients with the excellent treatment and support they need.
Bhavina Makwana,
London Vision

”
Commenting on the Oriel engagement programme, Bhavini Makwana, engagement manager at London Vision, and member of the Oriel patient and partner advisory groups, said:

“I have seen the depth of consultations and engagement carried out with a diverse group of people. The Oriel team has incorporated the voices of Moorfields patients and blind and partially sighted people right from the start; because of this inclusion I am confident that the new Oriel site will provide patients with the excellent treatment and support they need.”

Engagement on the new centre is ongoing with staff, patients and partner organisations in the design of the building's interior, to help us deliver a new centre that is truly fit for the people it serves.

Clive Hill Archer, Moorfields patient and member of the Oriel patient advisory group, is also positive about the potential benefits of the new building.

“
I have been convinced from the beginning that it made sense to the elements of care, treatment, research and education brought together. This is the way to ensure an optimal environment suited to the development and practical application of advances in training optometrists and ophthalmic specialists, the research and testing of new techniques and treatments and the delivery of clinical testing and care for patients.

”

Charity

Moorfields Eye Charity is proud to support Moorfields Eye Hospital NHS Foundation Trust and the UCL Institute of Ophthalmology. Over the last year, they invested £4.2 million in research, innovations in patient care, staff wellbeing and training to change the lives of people with sight loss in the UK and globally.

Oriel and philanthropy

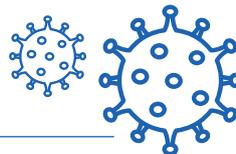
Philanthropy has a critical role to play in realising Oriel. Moorfields Eye Charity, in partnership with UCL, is committed to raising £100 million (£75 million capital and £25 million research and education) to achieve these ambitious plans. The campaign has raised over £34 million in capital commitments to date.

Appeals

The emergency coronavirus appeal raised £312,685 in total. Other highlights included attracting 220 participants to a virtual 'My Eye to Eye' fundraising event and a partnership with Bequeathed for a free will writing service.

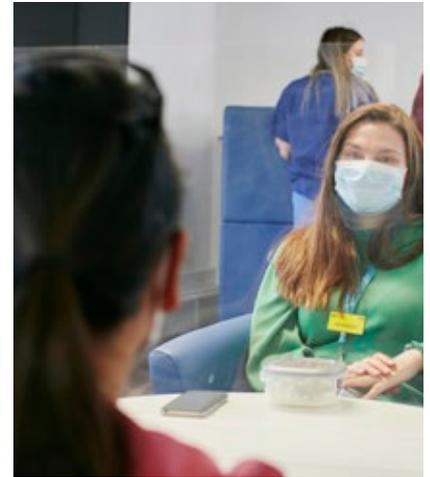
Supporting staff

The charity has supported Moorfields staff and patient care including launching a wellbeing space at City Road and improvements to staff welfare areas at several sites across the Moorfields network.



£312,685
raised

through coronavirus
appeal



Supporting research and innovation

The charity funds research at Moorfields and UCL that is critical for prevention, early diagnosis and new sight-saving treatments. Investment this year includes a co-funded project with Diabetes UK and research into home monitoring of glaucoma.

See the Moorfields Eye Charity [annual report and impact report](#) for further details of the charity's work.

Summary of accounts

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Year-end accounts, 2020/21

All figures in £million	2020/21	2019/20
Income		
Income from activities		
NHS income	193.6	196.9
Private patient income	24.3	30.8
Total income from activities	217.9	227.7
NHS Improvement Provider Sustainability Fund	0.0	2.0
Other operating income	26.1	23.0
Total other operating income	26.1	25.0
Total income	244.0	252.7
Expenses		
Pay costs	132.9	135.6
Non-pay costs	96.2	109.2
Depreciation and amortisation	8.6	7.1
Total operating expenses	237.7	251.9
Operating surplus	6.3	0.8
Interest and dividends	(1.0)	(1.6)
Other one-off gains for disposal of assets and share of JV profit / (loss)	0.1	(0.0)
Surplus for the year	5.4	(0.8)

Our board and governors

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Board of directors

Tessa Green

chairman

David Probert

chief executive

Rosalind Given-Wilson

vice chairman and
senior independent director

Vineet Bhalla

independent non-executive director

Professor Andrew Dick

non-executive director

Nick Hardie

independent non-executive director

David Hills

independent non-executive director

Richard Holmes

independent non-executive director

Sumita Singha

independent non-executive director

Adrian Morris

independent non-executive director

Jonathan Wilson

chief financial officer

Louisa Wickham

medical director

Tracy Lockett

director of nursing and allied health
professions

Professor Sir Peng Tee Khaw

director of research & development

Jon Spencer

chief operating officer

Johanna Moss

director of strategy and partnerships

The non-voting directors listed below attend board meetings, but do not have voting rights:

Nick Roberts

chief information officer

Ian Tombleson

director of quality & patient safety

Sandi Drewett

director of workforce & OD

Kieran McDaid

director of estates, capital and major projects

Governors

Elected governors

Roy Henderson

Patient

Rob Jones

Patient

Marcy Ferrer

Patient

Andrew Clark

Bedfordshire and Hertfordshire public constituency

John Sloper

Bedfordshire and Hertfordshire public constituency

Jane Bush

North Central London public constituency

Paul Murphy

North Central London public constituency

Richard Collins

North East London and Essex public constituency

John Russell

North East London and Essex public constituency

Ian Wilson

North West London public constituency

Vijay Arora

North West London public constituency

Allan MacCarthy

South East London public constituency

Naga Subramanian

South East London public constituency

Kimberley Jackson

South West London public constituency

Modupe Gisanrin

Staff: network sites

Amit Arora

Staff: City Road

Remija Mponzi

Staff: network sites

Vijay Tailor

Staff: City Road

Appointed governors

Ian Humphreys

College of Optometrists

Una O'Halloran

London Borough of Islington

Tricia Smikle

Royal National Institute for the Blind

David Shanks

University College London



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