

# Our strategy

## 2022-2027

Excellence,  
equity and  
kindness at  
the forefront  
of eye care



Moorfields  
Eye Hospital  
NHS Foundation Trust



# Welcome

This strategy brings together all aspects of our work across clinical care, research and education and applies to our NHS and commercial services, both in the UK and internationally. This new strategy builds on our previous five year 'Vision of Excellence'

# Our changing environment

There are many changes in the world around us that affect what we do and our role. Along with listening to extensive feedback from our patients, carers and staff, there were four important factors that shaped our new strategy

## **The Covid pandemic**

The Covid pandemic acted as a significant catalyst for change and innovation in how we deliver care. New service models and an expansion of remotely provided care introduced during the pandemic gave us the opportunity to redesign parts of our network and processes, providing a strong foundation for how we plan to operate in future.

## **System-oriented working**

We need to embrace the wider NHS commitment to integration by promoting joined up care for the communities we serve. Our role in the system will be determined by how we can add value as a specialist hospital locally, regionally, nationally and internationally.

## **Digital opportunities**

We want to make the most of opportunities created by digital technology to promote a more patient-centred experience, better outcomes and increasing efficiency as well as giving patients greater control over how their care is managed and delivered.

## **The centre for advancing eye health**

Over the next five years we will be preparing to move to a new integrated centre for eye care, research and education in St Pancras, London. We will review our whole network, services and pathways to maximise the benefits of this new centre.





# Our motivation, values and purpose

It is important that everyone involved with Moorfields has a clear and 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 to provide the best care for our patients now and in the future

Our motivation

People’s sight matters

Our motivation is what inspires all of us day-to-day and our strategy is firmly rooted in this belief. The experience of losing sight or having serious disturbances of vision is distressing and can be isolating and costly for those affected. Putting people with sight loss or disturbed vision at the centre of care is essential if we are to support their needs.

Our values

Excellence, equity and kindness

Excellence

is at the heart of Moorfields’ purpose and history. It is also fundamental to our future as we innovate at the forefront of eyecare, delivering the best care and experience

Equity

means everyone can expect that we will do our best for them – our patients, staff and system partners – providing appropriate, accessible, excellent and sustainable care based on clinical need. Everyone can be confident their voice is listened to in decisions about their care

Kindness

means we are friendly and considerate – treating everyone with respect and going out of our way to reassure and give confidence

Our purpose

Working together to discover, develop and deliver excellent eye care, sustainably and at scale

Working together

means we collaborate with one another as individuals, in our teams, with our patients and our partners

Discover

means we will focus on setting the agenda, pioneering new pathways and treatments

Develop

means we will apply our discoveries and global best practice to benefit our patients, staff and the services we provide

Deliver

means we will consistently provide an excellent, globally leading service

Sustainably

means we will use our resources responsibly, safeguarding what we have for the next generation

At scale

means we will design our services so that more people can access excellent care



## Our five new strategic objectives

Our objectives are aligned to our purpose and describe what we need to do to realise our ambitions. They are deliberately stretching because we want to challenge ourselves, so that we deliver the best we can for our patients. To make the implementation of our strategy focused and measurable, we will use these objectives to shape our transformation programmes and track our progress over the next five years





Sharing  
learning from  
across our  
network

# 1 Working together

We will collaborate with one another as individuals, in our teams, with our patients and our partners

## What our patients and staff told us

- Our staff want to feel valued and have opportunities to develop and progress in their careers
- Staff want us to develop leaders that build effective teams and would welcome a more diverse senior leadership
- Our staff told us they would value more time and space to collaborate, sharing their knowledge and ideas to shape how we plan and deliver care in our systems
- Staff support our ambition to provide the best eye care across systems

## Our objectives

### Our ambition is to

- Reshape the design of our organisation and develop our workforce to allow new ways of working in how we provide excellent and efficient clinical services
- Be an employer of choice, supporting staff to learn, develop and progress in line with our values
- Collaborate, innovate and help lead across systems to support the delivery of excellent eye care
- Create and collaborate in Oriel, our new centre for advancing eye care, research and education

## How we will know we have succeeded

- People will reach their full potential. More will aspire to, and gain experience of, leadership. There will be evidence of ongoing and open dialogue with staff and a continuing focus on kindness and empathy
- We will have a learning culture that develops the next generation, able to flourish in the evolving healthcare landscape
- We will be seen as a valued partner in our integrated care system footprints, regionally, nationally and internationally
- We will be able to demonstrate how our learning and leadership has shaped national best practice
- We will have successfully relocated to Oriel and will be able to evidence how the new centre is catalysing further innovative collaboration with our partner UCL

## Creating the centre for advancing eye health

Our partnership with the UCL Institute of Ophthalmology represents one of the largest vision research collaborations in the world and is a global centre of excellence

Our commitment to this ongoing and growing partnership is best exemplified through our work to realise Oriel, a new, integrated centre at St Pancras.

Oriel is a joint venture between Moorfields Eye Hospital, UCL and Moorfields Eye Charity.

Philanthropy is vital to realising Oriel and the future of eye health.

Our vision for Oriel is to create an environment for innovation to flourish, inspiring improvements in people's sight. The new centre will be flexible and modern, enabling us to bring together eye care, research and education.



The new centre  
for eye health  
in the St Pancras  
knowledge  
quarter







**Volunteers**  
**are crucial to**  
**delivering the**  
**best patient**  
**experience**

## Working with our partners to support better experience

### Our Moorfields charities

The volunteers, coordinated by the Friends of Moorfields Eye Hospital and supported by Moorfields Eye Charity, are crucial to delivering the best patient experience, providing connection, reassurance and kindness.

Moorfields Eye Charity invests in our world-leading research, innovation in patient care and training. Charitable donors are incredibly important to our collective work promoting the best eye care and carrying out pioneering research. We work closely with the Friends of Moorfields Eye Hospital and Moorfields Eye Charity to promote philanthropic giving of time and resources in support of our patients and staff benefit.

### Charity sector

We want to work even more closely with our partners across the sight loss community and wider charity sector over the next five years ensuring our patients can access the best support.

### NHS and social care partners

Even more broadly, we look forward to working with our NHS and social care partners across our integrated care systems and clinical networks. We want to contribute to improvements in patient experience and clinical outcomes as well as system sustainability.





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## Discover

We will focus on setting the agenda, pioneering new pathways and treatments

### What our patients and staff told us

- Staff felt that one of our most important priorities was to stay ahead in a rapidly changing field. There was support for more health services research, to inform the redesign of our services so that patients receive the care they need at the right time and place
- Our patients value access to research and the latest technologies, recognising that research is a critical enabler of equity and kindness, giving more people access to leading treatments

## Our objectives

Keeping  
our research  
profile  
vibrant

- Patients have opportunities to collaborate with staff on projects regularly and told us they appreciate engaging with research staff and playing a part in our discoveries

### Our ambition is to

- Advance global eye care practice by embedding research and innovation in everything we do
- Realise the full potential of our world-class digital infrastructure and clinical, imaging and biological datasets

## How we will know we have succeeded

- We will be able to demonstrate our national and international research and innovation impact
- We will have increased our applied clinical research and health services research activity across our network of sites
- We will have transformed eye care through digital innovation
- We will have integrated research into more of what we do, with staff from all professional groups actively involved in research





## Our objectives

### Our ambition is to

- Develop excellent and equitable clinical care through the implementation of innovation, standardisation and workforce redesign
- Use digital technology and clinical data to transform care pathways and outcomes
- Review and optimise our network of sites to ensure we can provide excellent care as effectively and efficiently as possible
- Create a digital eye care service, offering our expertise at scale so we can provide excellent care to a growing number of people

‘  
**Giving our  
staff the tools  
they need**

## 3 Develop

We will practically apply our discoveries and global best practice to benefit our patients, staff and the services we provide

### What our patients and staff told us

- Staff want to shorten waiting times and reduce unnecessary patient visits by expanding our digital offer whilst maintaining our focus on personalised care and support
- Patients value research and want to embrace the benefits of digital innovation whilst ensuring there is provision for those less able to access digital technologies so they are not disadvantaged

### How we will know we have succeeded

- We will have a sector-leading digital front door for all patients to access our services
- We will have widespread use of data across our systems, shaping our discovery and delivery of excellent care
- We will have a comprehensive eye care service that offers a blend of digital and in-person care depending on individual needs





## 4 Deliver

We will consistently provide an excellent, globally recognised service

### What our patients and staff told us

- Our patients and staff want seamless treatment and more personalised care. They want to have a role in their care management and to be a partner in decision making. They also told us they value the empathy and kindness they experience at Moorfields
- Patients are confident in the care they receive at Moorfields and value being spoken to as equal partners in their care

## Our objectives

Equal  
partners  
in care

- Our community would support a more joined up approach to how we deliver care across our network. They want to ensure we care for the whole person, not just their eye condition

### Our ambition is to

- Work with our patients, staff and charity partners to ensure patients reliably experience high quality care in accordance with our values of excellence, equity and kindness
- Optimise our systems, infrastructure and capabilities to deliver excellent care that addresses inequalities in outcomes, access and experience

## How we will know we have succeeded

- We will provide a consistently excellent experience of care across our network
- We will provide excellent administrative services
- We will be able to demonstrate that our patients feel respected and fully involved in decisions about their care
- We will provide accessible services and be able to show how we have reduced health inequalities
- We will have consistently good feedback from our patients and staff



## 5 Sustainably and at scale

We will use our resources responsibly, safeguarding what we have for the next generation; and we will design our services so that more people can access excellent care

### What our patients and staff told us

- Staff support more agile ways of working and greater collaboration between different teams and disciplines. There is widespread support for more innovation, and new modes of delivery that underpins sound financial stewardship

## Our objectives

Adding value to our partners

- Our staff valued being engaged in the development of our green plan, a first step to a net zero future
- Staff are keen to collaborate with system partners in procurement to improve environmental sustainability

### Our ambition is to

- Build our commercial capability to identify and realise new opportunities in support of our financial sustainability
- Work with our partners to minimise our impact on the environment and to add social value to our communities
- Strengthen our operational resilience and financial viability by reducing waste and inefficiency in everything we do

## How we will know we have succeeded

- We will be able to demonstrate increased efficiency and value for money across all teams and services
- We will demonstrate clear delivery against our green plan actions, including targeted reductions in our carbon footprint
- We will be recognised as a provider of choice for those in London and the UAE seeking private eye care, with an increased contribution from these services
- We will offer commercial courses and degrees attracting a national and global audience

# Where we want to be in five years time



Developing people to realise their potential

## Working together

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## Develop

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- Use digital technology and clinical data to transform care pathways and outcomes
- Review and optimise our network of sites to ensure we can provide excellent care as effectively and efficiently as possible
- Create a digital eye care service, offering our expertise at scale so that we can provide excellent care to a growing number of people

## Deliver

- Work with our patients, staff and charity partners to ensure patients reliably experience high quality care in accordance with our values of excellence, equity and kindness
- Optimise our systems, infrastructure and capabilities to deliver excellent care that addresses inequalities in outcomes, access and experience

## Sustainably and at scale

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