



Moorfields  
Eye Hospital  
NHS Foundation Trust



Agenda item 07  
Chief executive's report  
Board of directors 28 September 2023

<b>Report title</b>	Chief executive's report
<b>Report from</b>	Martin Kuper, chief executive
<b>Prepared by</b>	The chief executive and executive team
<b>Link to strategic objectives</b>	The chief executive's report links to all five strategic objectives

<p><b>Brief summary of report</b></p> <p>The report covers the following areas:</p> <ul style="list-style-type: none"> <li>• Performance and activity review</li> <li>• Urgent care update</li> <li>• Sector update</li> <li>• TIFF – Stratford and Bedford</li> <li>• Oriel update</li> <li>• Staff Survey</li> <li>• Industrial action update</li> <li>• Excellence programme update</li> <li>• Financial performance</li> </ul>
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<p><b>Action required/recommendation.</b></p> <p>The board is asked to note the chief executive's report.</p>
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<b>For assurance</b>		<b>For decision</b>		<b>For discussion</b>		<b>To note</b>	✓
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# MOORFIELDS EYE HOSPITAL NHS FOUNDATION TRUST

## BOARD MEETING – 28 SEPTEMBER 2023

### Chief Executive's report

#### **Performance and activity review**

In August, the Trust continued to exceed the outpatient 1<sup>st</sup> and elective activity plans, which meant that we are also ahead of the year-to-date plans for both categories. The number of patients waiting over 52 weeks for their treatment has reduced to 5, however the number of patients waiting over 18 weeks remains flat.

Although it is still anticipated that the Trust will increase elective capacity when the surgical floor of the new Stratford site becomes operational in October, it is also likely that ongoing industrial strike action will cause a greater reduction in patients being treated, the longer that it continues. This will be exacerbated as our Trust Fellows will now come into a widened scope to take industrial action, discussed in more detail below.

#### **Urgent care update**

Work continues to plan how best to introduce the Attend Anywhere Service into our Croydon and Northwick Park sites and positive discussions have also taken place in Bedford to establish a local version of the service there. The Trust has also been invited to join discussions in North West London regarding how best to develop urgent and emergency care pathways for ophthalmology patients across the region.

#### **Sector update**

Work continues to develop our Telemedicine Support Unit pilot across London, where we are helping to coordinate the provision of a single point for referrals in 4 of the London sectors. Within NCL we have processed over 1,700 referrals since the service went live 10 weeks ago and this is starting to provide some initial feedback on how the service should be developed in the coming months. We are also having ongoing discussions with the North West, North East and South West regions to plan the roll out of a minimum viable product in their areas. It is still anticipated that the first of these regions will go live at the end of September, with the other two coming on line in October.

Initial building work is now underway in our new diagnostic facility in the Brent Cross shopping centre, which we aim to move into in February 2024. We have now

identified where we can create additional capacity to diagnose patients in the period between the current facility closing in November and the new one opening. This will unfortunately involve some disruption to patients and staff and we are therefore seeking to offer a number of options to both groups of individuals.

### **TIFF – Stratford and Bedford**

The second floor of our Stratford Centre opened as planned in August and this has in turn led to the closure of our Ludwig Guttmann facility. The opening of our surgical floor in the Stratford Centre has been delayed by 5 weeks due to an unforeseen issue with air exchange in the area. We hope that this issue has now been resolved such that we can begin operating on patients from 3<sup>rd</sup> October, however we are waiting on infection control tests to confirm this.

In Bedford, we understand that the area which is co-located with our South Wing Centre is near to being refurbished. We are waiting for confirmation from the host Trust when this area will be available and we will then begin the transition of services from our North site into it. This area will also provide us with some growth capacity to deliver additional diagnostic services on the site.

### **Oriel**

The Oriel Construction Programme has successfully completed site preparation, demolition and enabling works and has now begun the next phase which focuses on the basement construction and substructure works.

The RIBA stage 4 detailed design continues to programme and remains the focus of the Oriel Team to manage in the next quarter through to final sign off anticipated in January 2024.

A three day stage 4 design showcase / exhibition is being planned for early 2024 for all staff, students and patients and the Moorfields Eye Charity aim to host an evening donor event around the same time.

### **Staff survey update**

We are committed to increasing participation in this year's annual Staff Survey. In order to achieve this, we will:

- Put in place Staff Survey Ambassadors, whose role will be to encourage colleagues to participate in the Staff Survey, allaying any concerns and helping to overcome any barriers to participation. These roles will work in collaboration with, and be complementary to, the role of local management.

These roles draw on the learning from Pathway to Excellence, where nursing colleagues achieved a 75% response rate.

- Incentivise participation and show our appreciation for colleagues' feedback by offering everyone who participates a £5 voucher redeemable at either Costa Coffee or Café Nero. This will be administered by our survey provider to maintain confidentiality and anonymity.
- Provide targeted support to those areas where participation rates were lower last year.
- Provide colleagues with protected time to complete the survey, this is a continuation from last year.
- Offer colleagues who complete the survey an opportunity to participate in a prize draw for John Lewis vouchers, this is a continuation from last year.
- Ensure visible senior leadership and advocacy of the Staff Survey, as we have done in previous years.

The above will be complemented by a proactive engagement campaign throughout the Staff Survey window, in which we will share progress against our actions (You Said, We Did) reasons why staff should complete the survey and undertake myth busting.

### **Industrial action update**

We continue to be affected by industrial action from trade union membership ballots, affecting patient attendance and staff availability.

The British Medical Association (BMA) announced at the start of August 2023 that it had secured a successful ballot for junior doctors, thus extending its mandate for lawful industrial action for a further 6 months. The announcement was preceded by the notification of joint action between consultants and junior doctors in September and October. The beginning of October will mark the first period of consecutive days of strike action between consultants and junior doctors for three days between 2-4 October, where only 'Christmas Day' levels of staffing will be provided by both groups.

The BMA also confirmed that the re-ballot in August for junior doctors did specifically include Fellows and therefore in subsequent action called Moorfield's Fellows are now eligible to participate. This change has the propensity to significantly increase pressures on our services who have been reliant on this staff group to maintain service delivery during periods of action. Services are currently reviewing the impact of

planned numbers of Fellows that have since confirmed that they plan to participate in upcoming action.

Through the industrial action planning group, we continue to assess the strike's impact on our services at Moorfields and put plans in place to help minimise the impact of any potential disruption on our patients and staff. We anticipate that our accident and emergency (A&E) and urgent surgery will operate as usual – but we have increased our internal and external communications on expectation of service levels and made planned reductions in other areas, with specific details/plans being shared locally. We have advised patients directly if their appointments are impacted and are also highlighting through our social media channels that some of our clinics won't be running as usual during the strikes.

Support for managers and staff have been at the core of this planning to ensure that our staff can manage the changing impact of the strike on them and their teams, including services through the availability of a frequently asked questions resource and signposting to health and wellbeing support.

### **Equality, Diversity and Inclusion (EDI)**

In the annual survey, staff have consistently reported issues in relation to equality, diversity and inclusion so making improvements in these areas is central to us improving their working lives of our staff.

We have launched a number of initiatives including a Leadership Academy Programme in collaboration with Disability Rights UK for colleagues with disabilities and long-term health conditions; a Career Sponsorship Programme for Black, Asian and Minority Ethnic colleagues; a new robust Equality and Health Inequalities Assessment framework, and the very recent launch of our Reasonable Adjustments policy and guidance which is central to us addressing issues for colleagues with disabilities. We are determined to maintain momentum and deliver further improvements as quickly as possible. We have therefore initiated a new 'category 1' EDI project as part of our Excellence portfolio to ensure focus, visibility and active management. A diverse multidisciplinary steering group with clear operational and clinical leadership and representation from all of our staff networks will help us clarify our strategy and prioritise initiatives our staff value and believe will make a difference.

This EDI project will be overseen by our interim Director of Human Resources and Organisational Development, Mark Gammage, who I would like to welcome to the Trust and who is supporting us following the departure due to personal priorities of Sandi Drewett, who I would like to thank very much for her commitment to

organisational development and her contribution to the development of the Trust over the past few years, as well as for her support for me personally. Sandi also supported London by working at the Nightingale hospital at the height of the Covid pandemic.

We are particularly determined to take vigorous action to address the recent employment tribunal finding that we had been racist towards a member of staff, which we deeply regret and for which I have apologised. Both the NHS in London and our North-Central London sector have committed to making the NHS an anti-racist organisation. We are getting external support to help us develop our plan to achieve this, and they will be working with our executive and senior management team, and also supporting our Board with a dedicated equality, diversity and inclusion (EDI) session at the Board strategy day in October.

### **Excellence programme update**

September sees the first anniversary of our Excellence Portfolio. Over the year, our four executive led programme boards have overseen over 60 projects aligned to our strategy of 'working together to discover, develop and deliver excellent eye care, sustainability and at scale'.

Just some of the fantastic achievements include:

- **Eye Envoys** – 24 members of NCL care home staff have been trained to help detect early signs of sight loss.
- **OD skills** - over 260 colleagues and patients have been engaged about we translate our values into behaviours.
- **Pathway to Excellence** – we achieved pathway to excellence accreditation with many significant achievements including embedding shared decision-making councils, supporting recruitment and retention and achieving 75% nursing participation in the survey.
- **Digital Inclusion** – we trialled new 'Virtual Pods' in Moorfields satellite sites at Hoxton and Brent Cross, with volunteers supporting patients to digitally access the Moorfields virtual A&E service.
- **Single Point of Access (SpoA)**– initially 108 patients were reviewed in a single hub for North-Central London, with clinical feedback given to referrers. Three peer review sessions took place helping support and educate 27 optometrists that provided referrals. The results were so positive the initiative is being rolled out across London.
- **City Road Laser suite & Clinic 4** – Regional funding allowed us to increase outpatient capacity , allowing us to address waiting lists and also providing space for us to trial new models and pathways ahead of Oriel

Our Excellence delivery unit or XDU has introduced a consistent method for project delivery and monitoring, ensuring projects have appropriate teams and leadership, supporting teams to use understand and use data and developing our project capabilities through masterclasses, coaching and training.

We plan further improvements to our in house digital reporting tool (dPMO) including better ability to track spend, manage interdependencies and improve post project review.

Our portfolio continues to support 60 projects, aligned to our strategic objectives. Current priorities include our first post project reviews, setting out the critical path to prepare for Oriel, and working with the 24/25 business planning process to confirm the projects under the portfolio for 24/25 and with our QGIS team to ensure robust and sustainable project management.

### **August financial performance**

The trust is reporting a £0.37m deficit in August, £0.03m favourable to plan, with a cumulative deficit of £1.47m, £1.84m favourable to plan. Patient activity during August was 104% for Elective and 108% on Outpatient First activity respectively against the equivalent month in 2019/20, with the trust delivering the 118% weighted financial value for activity as per plan. The trust cash position was £58.0m, equivalent to 80 days of operating cash with outstanding debt having reduced by £9.4m from March. Capital expenditure is £16.4m cumulatively, £1.2m behind plan, although the pace of capital expenditure is forecast to return to plan. Efficiencies were £0.38m in August, £0.27m adverse to plan in-month, with an adverse cumulative variance of £1.88m. The forecast outturn for the year is achieved efficiencies of £3.56m, £4.25m adverse to plan.

**Martin Kuper**

**Chief Executive**

**September 2023**