



Oriel involvement and consultation

Islington Health and Care Scrutiny Committee

Johanna Moss

Director of strategy and business development

Moorfields Eye Hospital

7 March 2019



Our proposal



Oriel is our proposal to build a new facility at the site of St Pancras Hospital in Camden, subject to consultation.

If approved, we would then relocate all services from Moorfields Eye Hospital on City Road and UCL Institute of Ophthalmology on Bath Street in Islington to bring together high quality eye care, leading-edge research and the world's best education in ophthalmology.



Our proposal



Drivers for change

- **More patients will need treatment in the future** - need to adapt, treat at earlier stage, avoid unnecessary hospital visits, improve treatment pathway
- **New techniques and technology to diagnose and treat conditions** - e.g. smarter scans, more effective treatments, but ageing facilities constrain developments
- **Blocks in the system** – e.g. diagnostics at a distance from consultation, professionals limited in ability to interact
- **Patient feedback** - problems with overcrowding, privacy and dignity and long waits
Care Quality Commission (CQC) highlighted impact on patient experience
- **“Getting in Right First Time” and other guidance** – clinical evidence and service design tools need flexible space to offer greater care quality and efficiency
- **Potential benefits from new location** – e.g. emerging MedCity* knowledge zone, links to research, education and patient support / voluntary sector.

* MedCity London: a collaboration between Mayor of London and London’s health science centres of Imperial College London, King’s College London and University College London.

Potential benefits

- Brings together eye care, research, education and links to the wider network of care and social support
- Partnership approach will ensure designs around patient needs and informed by communities of residents and professionals
- Would support greater collaboration between patients, clinicians, students and researchers

Benefits for residents, patients and carers

Improved, easier and more comfortable patient experience
 Better access to high quality care
 Access to other care and support
 Improved care pathway

Benefits for staff:

Better working environment to deliver best care
 Attractive workplace will improve recruitment and retention
 New pathways offer new job opportunities and career progression

Benefits for future research

New facilities would broaden scope and scale of research
 Attractive to top talent
 Research translated more easily into patient care.
 Patients to join clinical trials

Benefits for training and education

Teaching facilities alongside UCL and service delivery would enhance and expand education and training.
 Supports workforce development to meet future demands

Benefits for the NHS:

Greater operating efficiency to meet increasing demands
 Support to developments in primary and social care.



Oriel

Creating the centre for advancing eye health

Part of the wider picture for North London

- **Moorfields and NLP seek to improve the health and wellbeing of our population through reduced health inequalities**, addressing wider determinants of health and supporting care closer to home. When needed, hospital care takes place in high quality buildings in the right configuration
- **The STP workstream is looking at ophthalmology** - how to improve patient and staff experience, deliver better inpatient and outpatient services, reduce variation
- **Estates is a core enabler**. NLP wants high quality, flexible and accessible estate, appropriately utilised. Estates can have a truly positive impact on physical and mental health and wellbeing of communities and staff

Part of the wider picture for North London

- **Services at St Pancras Hospital for Camden and Islington Mental Health NHS Trust would move to Whittington Hospital site, plus investment in community hubs.** Then long lease/sale of part of St Pancras Hospital site and construction of new clinical (outpatient) facility for the trust at St Pancras Hospital, along with development of Institute of Mental Health in partnership between Trust and University College London
- **Up to 2 acres of St Pancras site could be sold to Moorfields Eye Hospital** for development of new eye care, research and education facility with UCL Institute of Ophthalmology (IoO) and Moorfields Eye Charity – proposal known as Oriel. Moorfields would partially fund the move from the release of the City Road site
- St Pancras Transformation Programme not reliant on Oriel, but Oriel is reliant on St Pancras Transformation programme.

What have we gained so far?

Evidence

- Repeating pattern of response - over 80% supportive
- Accessibility – top priority for public and patients
- Moorfields perceived centre of excellence, but need to improve patient experience

Start of a movement

- Growing database of people who want to be involved
- Developing partnerships for action – charities, CCGs, Oriel Advisory Group
- *“We need spaces that will improve our lives, that build independence and confidence. We want to leave a building feeling empowered.”*

Structure & system

- Clear channels and process to have a say
- Direct link from feedback to action - service improvement, designs and plans
- Disciplined, coordinated management



Brief headlines from discussion groups

“The patient journey needs to be thought through in every way from getting the first referral to attending each appointment.”

“Getting people to change their mind-set is a challenge. We could interact with services online in future.”

“We need to make sure that we get a humanised design with the best possible functionality.”

“This is a chance to develop best practice for eye hospitals. We should be the leading model of accessibility and need to consult patients all the way along to make that happen.”

“It’s always easy to see the things that we shouldn’t do. We should be thinking about new and innovative solutions to problems.”

“The new centre needs to be a place of hope and optimism – showing people, this is what you CAN do.”



Listening and learning

Five phases of engagement leading to consultation

Phase 1 (2012-2014) - Early discussions and consultation on the future of Moorfields

Phase 2 (2014-15) - Consideration of options for a future integrated centre for eye care, research and education

Phase 3 (2017/18) – Discussions to develop the design potential for a new centre

Phase 4 (2018/19) - Pre-consultation engagement

Phase 5 (2019) – Consultation



Oriel
Creating the centre for
advancing eye health

What comes next?

Our involvement and consultation programme has an emphasis on action and participating, and not just the passive process of responding to written proposals.

A dedicated Oriel website and podcasts will help to publish and coordinate the many opportunities and channels for involvement and feedback.

Opportunities to get involved

- Open workshops for deliberative discussion
- Deeper-dive discussions on the key themes
- Proactive discussions with protected groups
- Discussions at regular and existing forums
- Oriel Advisory Group to advise and challenge the involvement and consultation process
- Service user and carer experts to work closely with design team and other workstreams

Opportunities to give views

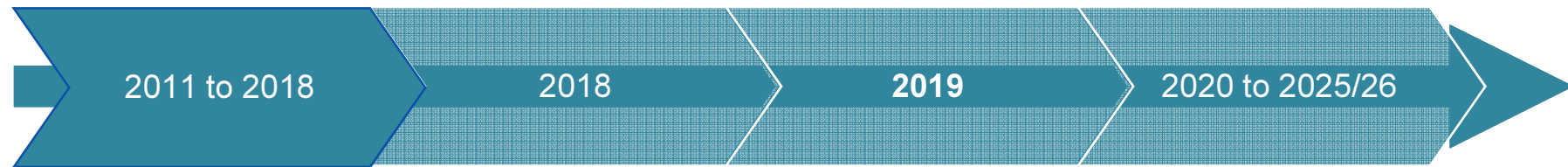
- Online feedback questionnaire, also available in audio format exploiting latest artificial intelligence technology
- Recorded notes at workshops, meetings or drop-ins
- By individual letter or email



Oriel

Creating the centre for
advancing eye health

Timeline and next steps



Trust-led activities to initiate the proposed Oriel programme
Public and patient engagement to test potential options.

Strengthened programme leadership with commissioner involvement
London Clinical Senate review concludes there is clear, clinical evidence for the proposals.

Strengthened patient public and stakeholder engagement
Consulting and involving a wide range of patients, local residents and national service users who use the specialist services, including them in developing the design criteria for the potential site.

Development of preferred option from engagement and consultation feedback
Subject to consultation outcome, implementation of proposed move to create a centre for eye care, research and education.



Oriel
Creating the centre for
advancing eye health