



# Strategy 2021-2027

People's sight matters



**Moorfields  
Eye Charity**

## Welcome to our strategy for 2021 – 2027

Our six year strategy outlines our ambitious objectives for the charity and how we'll achieve these in our role supporting the work of Moorfields Eye Hospital NHS Foundation Trust and the UCL Institute of Ophthalmology to benefit Moorfields' patients.



### Core belief

People's sight matters



### Mission

Improving eye health by funding innovation in research, education and care to benefit Moorfields' patients



### Vision

Moorfields Eye Charity's support enables Moorfields and UCL to provide world-leading eye care, research and education from the Oriel centre benefiting patients across the UK and globally





## Our history

Moorfields Eye Hospital was founded in 1805 through philanthropic support in response to a public health crisis. Soldiers in the Napoleonic War had contracted blinding eye diseases when serving in Egypt and on their return to the UK the disease spread, particularly in cities.

Philanthropy has played an important role throughout Moorfields' history, including the building of the existing hospital which opened in 1899. Generous donations created an endowment to support Moorfields, later known as the Special Trustees of Moorfields Eye Hospital (which merged with Moorfields Eye Charity in 2016). The Friends of Moorfields were founded in 1963 to support the work of the hospital, now mainly by managing a team of volunteers who provide welcome assistance to Moorfields' patients.

Philanthropic donations funded the Richard Desmond Children's Eye Centre, the world's largest clinical and research centre for children with eye diseases, which opened in 2007.

## What we do

**Moorfields Eye Charity is now the largest charity in the UK dedicated to the funding of eye health.**

We fund pioneering researchers, training of current and future health care professionals, development of Moorfields' staff to ensure the care they provide is outstanding, new equipment and improvements in the experience of Moorfields' patients and their families. In partnership with Moorfields and UCL, Moorfields Eye Charity is working to create Oriel, a new world class centre for advancing integrated clinical care, teaching and research in eye health near St Pancras, in London's knowledge quarter in 2026-27. The transformation in working practices enabled by the new centre will benefit millions of patients in the UK and across the world.





## Our strategy: 2021-2027

Our mission is to improve eye health by funding innovation in research, education and care to benefit Moorfields' patients.

Our strategy was established in 2018. In 2020 we reviewed what we had achieved of the aims and objectives which we had set ourselves. We were also mindful of the impact of Covid-19 on society and eye healthcare delivery. We have therefore refreshed our aims and objectives.

Our strategy presupposes the continued importance of philanthropic support to enable us to realise our ambitious plans for the six year period 2021-2027 and beyond. We have set ourselves five main objectives (listed in order of priority) and two supporting objectives.

The principal way we support Moorfields is by providing financial support, through grant-making. In addition, our activities include the provision of non-financial support, e.g. advice and partnership-making, and we use our other resources of knowledge, expertise and time.

We will keep our strategy under review as we expect that it will evolve over time as the context of our work changes. We will also be developing sub-strategies for our five main objectives with time scales for what we expect to achieve and key measures of success.



# Create a world class integrated centre

Architects' impression

Work in partnership with Moorfields and UCL to create Oriel, a new world class integrated centre for advancing clinical care, teaching and research in 2026-27

- Provide Moorfields and UCL with a platform for future growth
- Develop our supporter base through increased awareness of the charity and our work.

Jointly with UCL we will raise £100 million towards the cost of the new centre and world leading research and education in eye health.

We will have a base and be highly visible in the new centre.

Patients, visitors and Moorfields and UCL staff will be aware of and inspired to support our work.



## Financial support

- Contribute £100 million through fundraising, jointly with UCL, of which £75 million is for the capital costs of Oriel and £25 million is for research and education.



## Key measures

- £100 million campaign target is met
- Patient and visitor feedback once new facility opens
- Patient, staff and visitor engagement with us.



# Be the leading charity for research into eye health

Be the leading charity for research into eye health, supporting the pioneering work of Moorfields and UCL to make new discoveries and turn new knowledge into treatments to improve eye health and wellbeing outcomes for patients of Moorfields and people globally

- Focus our work on the evolving research priorities agreed by Moorfields and UCL
- Collaborate with other funders to maximise research funding for eye health.



## Financial support

- Grant programmes for funding research in jointly agreed priority areas
- Grant programmes for developing research career pathways, at key points where national/international funding is not readily available
- Support attraction and retention of leading researchers in key areas that contribute to Moorfields' global reputation and leadership
- Grant programmes for practice improvement research to benefit patients.



## Other activity

- Encouraging public and patient engagement in research
- Brokering research funding partnerships
- Creating innovative grant programmes and processes which build on our close ties with Moorfields and UCL to develop the capacity of staff to be competitive and secure research funding from other sources.



## Key measures

- Amount of research funding from us
- Amount of research co-funded by the charity and other funders
- Standard research output metrics (e.g. publications, citations)
- Long term outcomes and impact tracking and case studies
- Translated research ideas into new products and services.



# Support patient care

Support, including through the development and wellbeing of Moorfields staff, the delivery of outstanding and safe patient care and patient experience

- Support innovative equipment, facilities and initiatives for improved diagnosis, treatment and patient wellbeing
- Motivate, develop and recognise Moorfields staff
- Support the wellbeing of Moorfields staff
- Fund innovative activities involving and engaging patients
- Collaborate with Friends of Moorfields to encourage patient-facing volunteering.

## Financial support

- Grant-making programme for equipment, and patient and staff facilities at Moorfields
- Financial support to Moorfields for the development and recognition of all staff
- Grant programmes for Moorfields staff, including innovation in clinical care
- Grant programme for innovative patient-centred activities which improve their experience
- Fund Friends of Moorfields' patient-facing volunteering.

## Other activity

- Brokering partnerships with other eye health/visual loss charities and community service providers to benefit Moorfields' patients
- Help Friends of Moorfields promote patient-facing volunteering.

## Key measures

- Equipment funded for Moorfields is centrally prioritised and sustainable
- Development of Moorfields staff
- Recognised by Moorfields staff as contributing to high scores in staff satisfaction and wellbeing
- Impact of patient-centred activities on their wellbeing.





# Support sharing knowledge

Support Moorfields and UCL to share their knowledge, and to educate and develop people's expertise



## Financial support

- Support the development of the joint Moorfields UCL education programme
- Provide grants for the dissemination of outcomes and impact from research and innovation.



## Other activity

- Encourage open access publication and data sharing for scientific and clinical practice research
- Enable donors and supporters to be informed advocates for Moorfields' work
- Engage with institutions which have a key role in the training of optometrists and allied health professions.



## Key Measures

- Number of new courses and students
- Increased sharing of knowledge and findings through open-access channels including journals, social media and our website.



# Shape national policy

Work with Moorfields to shape national policy to increase resources allocated to eye health

- Collaborate with other NHS charities, charitable medical research funders and sight sector charities
- Use our knowledge and expertise, and that of Moorfields, to influence national policies
- Mobilise supporters and partners to raise awareness and contribute as influencers.

## Financial support

- We do not intend to pursue this objective through providing grant programmes but we will commit financial resources where appropriate, e.g. to join membership organisations/coalitions.

## Other activity

- Our staff and trustee time
- Collaboration with local voluntary sector and community organisations
- Our major donors and supporters have national roles as champions for eye health
- We help create greater engagement with Moorfields' patients who act as advocates, through our events and through grant-making for improved patient experience.

## Key measures

- Participation in national networks for NHS charities, medical research funders and eye health charities
- Moorfields' understanding of our focus and priorities in influencing policy
- Track provision of evidence and leadership and their impact to influence policy
- Perception of us as a valued, collaborative thought-leader among peers and partners
- Changes in public policy/funding allocations.







# Maximise sustainable and flexible support

Maximise sustainable and flexible support for Moorfields and UCL, making high-quality grants of over £10 million per year by 2026/27

- Pursue a diverse strategy for fundraising
- Grow the legacy campaign to ensure longevity
- Secure corporate donations
- Embed culture of philanthropy at Moorfields.



## Financial support

- Grant-making expenditure of over £10 million per annum by 2026/27
- Seed corn funding for proof of concept funding for commercialisation
- Support Moorfields as a leading supplier of eye care over a wide geography, both in the UK and overseas, particularly in the start-up phase of each new Moorfields enterprise
- Ensure investments are made and managed in a sustainable manner, integrating environmental, social and governance with financial returns.



## Other activity

- Increased collaboration with Friends of Moorfields to reduce duplicated effort, and foster the mutual benefit of donor/volunteer engagement resulting in increased donations of money and time to Moorfields
- Partner with Moorfields and UCL in jointly managing key relationships, including corporate social responsibility and corporate philanthropy
- Collaborate with Moorfields to develop its alumni network.



## Key measures

- Meet our CPI + 3.5% return target for long term investments
- Provide superb stewardship to supporters commensurate with their support
- Grow all sources of support to raise a rolling three year average of £8.5 million per annum net of fundraising costs and allocate an average of £1.5 million per annum from other resources
- Campaign closes successfully
- Return on investment on fundraising averages 4:1 or better
- Growth in unrestricted donations.



# Attract, retain and develop talent

## Attract, retain and develop diverse, talented and innovative people

- Raise our profile within the charity sector
- Value, support and develop our staff, trustees, advisers and other volunteers
- Ensure the health and wellbeing of staff and volunteers at work
- Increase diversity of trustees, advisers, staff and other volunteers
- Create and maintain an inclusive culture.



### Financial support

- Budget for staff development
- Staff performance incentive scheme
- Invest in our working environments and facilities.



### Other activity

- Embed appraisal and development reviews
- Create opportunities for skills development and secondments
- Benchmark our performance with comparable, top-performing organisations
- Periodic board and trustee effectiveness reviews.



### Key measures

- Staff engagement survey results
- Staff progression (with us and elsewhere)
- Diversity of staff and volunteers
- Benchmarking results.





Find out more about  
our work investing in  
life-changing eye health  
[moorfieldseyecharity.org.uk](https://moorfieldseyecharity.org.uk)



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Photographs were taken pre-Covid-19.

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