

# MAYOR OF LONDON

**David Probert**

Chief Executive  
Moorfields Eye Hospital NHS Foundation Trust  
162 City Road  
London EC1V 2PD

Date: 10 FEB 2020

Dear David,

Thank you for your recent letter about the consultation report on proposals to move Moorfields Eye Hospital's City Road services to a new site in St Pancras. Now that the decision-making business case (DMBC) has also been published, I am writing to you with my final position against my six tests for major NHS service reconfiguration. This builds on my consideration of the first four tests, which I shared with you last year.

Although as Mayor I have no power to direct the delivery of health services, I have committed to use my influence and role as a political leader to champion and challenge the NHS on behalf of all Londoners. As part of this role, I have developed six tests to apply to all major health and care transformation and reconfiguration programmes. These tests are designed to help me challenge the NHS to demonstrate that major changes are in the best interest of Londoners. The tests cover:

- Health inequalities and prevention of ill health
- Hospital beds
- Financial investment and savings
- Social care impact
- Clinical support
- Patient and public engagement

Overall, I remain broadly content with the proposals. They set out a potentially exciting opportunity for Moorfields to continue providing world-class services in a new integrated centre of excellence.

### Health inequalities

I am pleased that the potential impact of the proposals on health inequalities has remained a priority throughout the consultation and development of the proposals. It is critical that proposals do not widen health inequalities and where possible set out plans to reduce them. I am pleased that the integrated impact assessment identified actions to prevent inequalities from widening, including better support for way-finding and the development of new technology and digital information. I hope these also contribute to a reduction in the health inequalities that already exist.

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I welcome your continuing commitment to ensuring that the services at Moorfields remain accessible to all who need them, and to develop a full accessibility plan. I encourage you to continue working with the people who will be affected by the proposals to develop this plan, and to mitigate any potential disadvantages of the proposals for patients, in particular those who are most vulnerable. This plan must consider access to both the new centre, with a focus on the 'last half-mile', and within it. I note the suggestion from stakeholders that the proposals present an opportunity for Moorfields to be the national exemplar for inclusivity and accessibility.

I note in the integrated impact assessment that there is a recommendation to work with a number of partners, including Transport for London (TfL), to ensure your services remain accessible at the new site. As Mayor, I am committed to making public transport accessible for all Londoners. We are undertaking a number of initiatives within TfL to make our networks more inclusive, and I will ask the relevant teams to connect with you and support your ambition to ensure the new centre is accessible for all who need it.

## Financial investment and savings, and the impact on adult social care

As you continue to design the new centre and develop new models of care and patient pathways, I expect any modelling to demonstrate how these will be sustainable and able to meet future demand. This should consider future pressure on health services across the care continuum including primary and community care, but also on social care services delivered by local authorities. Any plans to shift services closer to where people live must be supported with sufficient investment.

## Clinical support

I note that the Clinical Senate found a clear, clinical evidence base to support the proposed move, and that the proposals are based on best practice and could lead to an improvement in patient outcomes.

I also note the high level of support for the proposal from Moorfields staff in the consultation survey.

## Patient and public engagement

I am pleased to see the level of engagement with patients and members of the public as well as staff members during consultation, and your efforts to engage meaningfully with people with protected characteristics and rare conditions.

I was pleased to hear about your engagement with local authorities during the scrutiny process and note the North Central London Joint Health Overview and Scrutiny Committee commended your acceptance of the challenge to be an exemplar of best practice in consultation.

I urge you to continue engaging with patients, their carers and families, members of the public, and clinicians throughout all stages of your project – from planning and design, through the transition period and as you implement any agreed proposals. A strong theme throughout the consultation was the importance of continued collaboration and co-production. This is critical to realise the benefits set out in the proposals, and to support people to be independent, which many people highlighted as an overarching principle that the proposals should support.

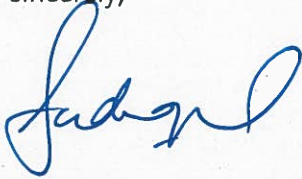


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Once again, I would like to highlight the issues of the future use of the City Road site once Moorfields no longer needs it. I want surplus NHS land to be used for the benefit of Londoners and to have a positive impact on Londoners' health. My Intend to Publish London Plan sets out my strategic approach to ensuring that London grows and develops in a way that is environmentally, economically and socially sustainable. I expect any future developments on City Road to conform with the London Plan.

Thank you for the opportunity to comment on the proposals. I will be publishing this letter, together with a background briefing prepared for me by my health team, on [london.gov.uk](http://london.gov.uk) on 11 February 2020 in advance of the Clinical Commissioning Group Committees in Common meeting.

Yours sincerely,



**Sadiq Khan**  
Mayor of London

Cc: Sir David Sloman, Regional Director, NHS London  
Sarah Mansuralli, Senior Responsible Officer Moorfields Consultation, Director of Strategic Commissioning, North Central London CCGs  
Oriel consultation team