



**St John of Jerusalem
Eye Hospital Group**



Annual Review 2015

**Saving
Sight**

**Changing
Lives**

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Aims of the Charity

Saving Sight Changing Lives

St John of Jerusalem Eye Hospital Group is the only charitable provider of expert eye care in East Jerusalem, Gaza and the West Bank. We have been treating patients in the region regardless of their ethnicity, religion or ability to pay for over 130 years.

Our sight saving work is carried out against challenging and difficult odds to the highest international standards.

Our Impact changes lives

We enhance education and employment prospects, and contribute to economic growth in the region, through the service provided by our hospitals and mobile outreach programme.



Heraldically the Arms of SJEHG are blazoned as follows: Gules a Cross Argent in the first quarter the Royal Crest proper on the Cross the outline of a pointed Ellipse fesswise Sable enclosing a Pellet conjoined to a Descrescent and an Increscent Vert throughout and charged with a Maltese Cross Argent.

As an entity of the Most Venerable Order of St John of Jerusalem Eye Hospital Group's coat of arms possesses the Order's characteristic white cross set on a red background with the Royal Crest in the top left corner. The symbol in the middle of the arms indicates the constituent entity of The Order of St John.

St John of Jerusalem Eye Hospital Group's coat of arms is an emblem which is indicative of the organisation's commitment to its sight saving and life changing work. The arms are hued with the colours of the Palestinian flag, black, white, green and red, and instilled with an eye at the centre with the Amalfi Cross as its pupil. The eight points of the Amalfi Cross represent the Beatitudes from the Sermon on the Mount, and the four arms signify the Cardinal Virtues of Prudence, Justice, Temperance, and Fortitude.

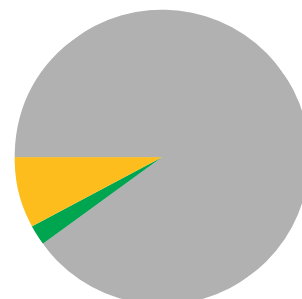
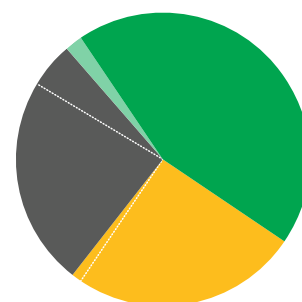
The iris of the eye has been created using two crescent moons, a Muslim symbol which highlights the denomination of the majority of the organisation's patients. The iris is a brilliant green, an allusion to the region being a fertile land.



Statement of Financial Activities

Incoming Resources: £8.5m	£,000	%	
Patient Related Income	3,776	44	●
Priory Income for Capital Costs	115	1	●
Operational Costs	2,131	25	●
Other Voluntary Income for Capital Costs	449	5	●
Operational Costs	1,905	23	●
Investment Income	147	2	●

Resources Expended: £8.2m	£,000	%	
Charitable Activities	(7,407)	90	●
Cost of Generating Funds	(622)	8	●
Governance	(170)	2	●



Glossary: **CBM** - Christian Blind Mission. **JCI** - Joint Commission International. **NGO** - Non-governmental organisation. **NIS** - New Israeli Shekel. **oPt** - occupied Palestinian territories. **PA** - Palestinian Authority. **SJEHG** - St John of Jerusalem Eye Hospital Group; this refers to all of our entities according to the context. **UNDP** - United Nations Development Department. **UNRWA** - United Nations Relief and Works Agency, the UN branch responsible for Palestinian refugees. **USAID** - United States Agency for International Development.

Chairman and Chief Executive Introduction



Our Chief Executive Tom Ogilvie-Graham, our Patron Lord Vestey and Chairman Nicholas Woolf conversing in the gardens of our Jerusalem Hospital

Our overarching aim is to deliver the highest standards of patient care, with the most efficient approach possible. We measure our successes by comparing our standards to our counterparts worldwide, notwithstanding the challenging region within which we work. The scale of the political problems in the area did not diminish in 2015, but we have continued to improve our capacity and standards throughout our services.

Our Gaza Hospital remains the only significant NGO building constructed since the 2014 conflict. This is quite an achievement in an area where 170,000 buildings sustained various degrees of damage during the recent tensions. The hospital will see

its official opening in 2016, after suffering setbacks owing to the blockades and other pressures in the area.

Capital projects have been a primary focus of 2015. As well as our achievements in Gaza, our new hospital in Hebron was opened to patients in November. Because work on other parts of the building is still to be completed, we have not yet begun actively to publicise the new facility, but already we are seeing encouraging patient numbers. We also began restoration of the Muristan, the Order of St John's site in the Old City of Jerusalem. Once restored, this building will provide a primary and emergency eye care clinic for the Old City for over 5,000 patients annually. The property will include a

beautiful garden, as well as a rooftop viewing platform with unrivalled views of the Old City and further afield.

Funding for the first significant research undertaken by the Hospital for over 20 years was secured during the year, from the European Union's Partnership for Peace Programme. The first genetic research unit in the oPt will be implemented in our Jerusalem Hospital, with support from the Israeli Hadassah Medical Center. The aim of this unit is to tackle hereditary eye diseases within the most underprivileged Palestinian communities, as well as being a partnership that encourages constructive relationships between Palestinians and Israelis through healthcare.

Our Mobile Outreach Programme saw 16,700 patients during the year compared with 10,500 in 2014, a noteworthy increase. The programme is now flourishing with the addition of a second unit thanks to funding from USAID, UNDP, Dr Michael Dan, CBM and Jersey Overseas Aid Commission.

A new documentary on the work of SJEHG has won three prestigious film awards.

The outstanding 25 minute documentary "Eyes of St John", was directed by filmmaker Carlo Nero and produced by his mother, the actress Vanessa Redgrave. We were delighted that the documentary had its London private preview screening in the presence of Her Majesty Queen Noor of Jordan. It will continue to be used to promote the work of SJEHG amongst our supporters worldwide.

The charity's income in 2015 reached £8.5m; thanks to the ongoing support of our donors £4.6 million of this came from charitable sources. Unfortunately, we have felt some of the effects of the crisis in Syria with a reduction in gifts from major donors and patient related income. UNRWA, which provides us

The new Gaza Hospital, due to open in June 2016



with 7% of our patient income, has had to divert much of its resources to dealing with refugees fleeing the crisis, some of whom are Palestinian. This has understandably resulted in a reduction in the amount it can contribute to us.

As always we would like to thank our friends in the St John Pories and Associations, who donated over £2.2m during the year. We would especially like to thank the US Priory for increasing their donations to \$2 million this year; their

steadfast passion for our cause is unwavering and truly appreciated. We are so grateful to everyone who has given so generously, in spite of other pressing world issues.

We aspire to demonstrate the impact of your donations by working to build upon our successes in 2015 and by continually striving to deliver only the highest standards of patient care to those we are committed to serve.

Nicholas Woolf KStJ
Chairman

Brigadier Tom Ogilvie-Graham MBE CStJ
Chief Executive

10 May 2016

About SJEHG

Our **Jerusalem Eye Hospital** has been operating for over 130 years. It has a large, modern outpatients department, specialist retinal, corneal, orthoptic and paediatric units, operating theatres and 24 hour emergency services. We are the first Palestinian hospital to receive JCI accreditation.

The **West Bank** is subject to a system of movement restrictions, including the Separation Wall, permit system, settler-only roads, and the many checkpoints. We have had to expand our services to be accessible to as many residents of the West Bank as possible, especially as 20% of patients (and their companions) from the West Bank are denied permits to enter Jerusalem.

Our **Anabta Clinic** is accessible to the 1 million residents in Anabta and surrounding towns. Those living in the area are amongst the poorest in the oPt and many are refugees from Gaza. There is a particularly high prevalence of diabetic retinopathy in this area of the West Bank.

Our **Hebron Hospital** is a vital source of eye care for an area which is particularly affected by the movement restrictions in the West Bank. The hospital provides sight-saving treatments such as cataract and laser eye surgery to treat diabetic retinopathy, and serves the 640,000 people who live in and around Hebron,

including the semi-nomadic Bedouins of the Negev Desert.

Our **Gaza Hospital** was established in 1992 to meet the growing need for eye care in a population that has been facing increasing difficulties in accessing the main hospital in Jerusalem.

Over 1.8 million Palestinians live in isolation in Gaza, one of the most heavily populated areas in the world, of which 1.3 million are refugees. In December 2015, one third of patients from Gaza were denied access to the West Bank to receive medical care. This serves as a reminder of the need for SJEHG's services in the area.

Our hospital remains the leading provider of ophthalmic services, working in near-emergency conditions, yet to the same high standards as our main hospital. Despite these difficulties, our doctors manage to treat more Gazan patients every year, rarely closing apart from during periods of conflict.

Our **Mobile Outreach Programme** delivers essential eye care to some of the most remote and impoverished communities in the West Bank, and serves a population of 2.5 million people. The teams coordinate permits needed for patients with complex eye issues to be referred to one of our centres. In 2015 we reinstated our second Mobile Outreach unit, leading to a significant increase in patient numbers.

Our three-year **Diabetic Retinopathy Screening Programme** finished in 2015. We surpassed our targets and will continue the programme. We will also be taking a similar programme to refugee camps in Jordan during 2016.

Our **Sir Stephen Miller School of Nursing** is the only provider of specialist ophthalmic nursing training in the oPt. Upon completion, graduates are awarded a Postgraduate Diploma in Ophthalmic Nursing, accredited by the University of West London. Many nurses who undertake the course are given future employment with us. The remaining nurses work in other medical centres across the oPt, where they become the facilities' expert in the area, and often provide referrals to our clinics and hospitals.

Our 4-year **Medical Residency Programme** at the Jerusalem Hospital trains local doctors, investing in the oPt's healthcare infrastructure. Once qualified, our doctors can specialise in a particular area of ophthalmology under our **Fellowship Programme**. Our joint teaching programme in partnership with the Israeli Hadassah Medical Center, is where many of our doctors undertake their training. This partnership allows our doctors to access training that is not available to them in the oPt; as well as encouraging constructive relationships between Israelis and Palestinians.

Snapshot of 2015

In 2015 we treated **128,000** patients including performing over **5,000** major surgeries.

Anabta Clinic

We treated 22,000 outpatients at our Anabta Clinic.

17 staff members, including **11** medical staff.

Gaza Hospital

Over 31,000 Gazans received eye care, including over 900 major operations.

Our new hospital is almost complete, and will open in the middle of 2016.

17 staff members, including **14** medical staff.

Diabetic Retinopathy Screening Programme

Our three-year programme came to an end 2015. Our target was to screen 40,000 patients which we surpassed, reaching over 44,000 patients in total.

The programme will continue in 2016 as well as expanding to treat refugees at camps in neighbouring Jordan.

Jerusalem Hospital

We treated over 46,500 people in our hospital in Jerusalem including performing 3,800 major operations.

170 staff members, including **98** medical staff.

Hebron Hospital

Our hospital treated 11,400 people including performing 340 major operations.

Our new hospital, with better capacity and in a more central location, was opened to the public in November 2015.

14 staff members, including **9** medical staff.

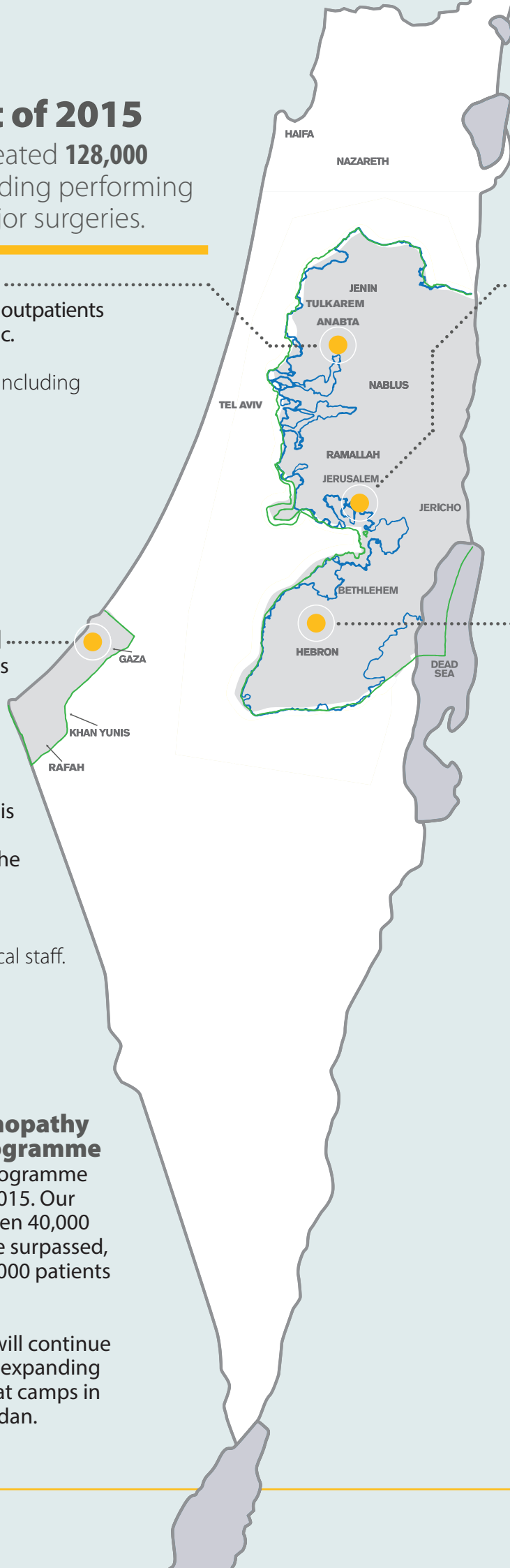
Mobile Outreach Programme

Our second unit was reinstated, leading to a significant increase in patient numbers - from 10,500 patients in 2014 to over 16,700 patients in 2015.

11 staff members, including **8** medical staff.

THE SEPARATION WALL
THE GREEN LINE (1967 BOUNDARY)

Staff numbers as at 31 December 2015



Highlights of 2015



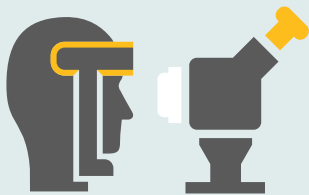
Patients

- 128,000 patients treated, including over 5,000 sight-saving operations performed



Community Outreach

- Over 16,700 patients treated by our **Mobile Outreach Programme**
- over 44,000 patients screened by the completion of our three-year **Diabetic Retinopathy Programme**



Professional Development

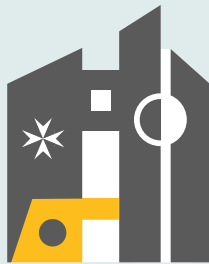
- 236 staff, including 33 doctors and 84 nurses
- 5 doctors undertook our **Medical Residency Programme**
- 6 nurses started and 5 nurses graduated from our postgraduate training programme at our **Sir Stephen Miller School of Nursing**
- One doctor began a Fellowship in Ophthalmic Genetics and Retinal Diseases in partnership with **Hadassah Medical Center**



Modernisation

Jerusalem Hospital, which is now over 50 years old, began a process of modernisation and restoration:

- Created a new outpatient reception area and new hospital cafeteria
- Refurbished the staff dining area and seamstress department
- Introduced new signage, patient information boards, TVs for educational messaging and wifi within the hospital
- Patient Pathways implemented throughout the hospital, including colour coded directional lines to help those who are visually impaired
- **Hospital Management Information System:**
- Laid the foundations of our new electronic patient record system



Infrastructure

- The new **Hebron Hospital** opened in a more central location for our patients in November and we are already beginning to see encouraging patient numbers
- **Gaza Hospital** building is almost complete, in spite of major setbacks due to tensions in the area
- **Muristan** restoration began at the Order's property in the Old City of Jerusalem. Once restored this clinic will see 5,000 patients every year



Partnerships

- **'Peace in Sight Project':** Secured an EU grant to establish our research project in partnership with the Hadassah Medical Center
- Caritas Baby Hospital and the Holy Family Hospital (run by the Sovereign Military Order of Malta): continued our programme to screen premature babies
- Friends of St John Society: reinstated in Jerusalem to engage with local businessmen, heads of diplomatic missions, politicians and other friends
- International Doctors' visits: including ophthalmic surgeons in cooperation with the Dallas Surgeons Fund



Media

- Created our documentary, **Eyes of St John** in collaboration with Carlo Nero and Vanessa Redgrave, which has won three prestigious awards at film festivals

Plans for 2016



JCI

- JCI accreditation is considered the gold standard in health care and its consultants are the most experienced in the industry.
- The three year review will take place in April. Reaccreditation is anticipated notwithstanding higher benchmarks



Community Healthcare

- Establishing a new **Diabetic Retinopathy Screening Programme** in northern Jordan with UNRWA, mainly helping refugees from Syria in the area. It is the first time our services will be projected into a neighbouring country



Infrastructure

- Official opening of the **Hebron Hospital**
- Completing the new **Gaza Hospital**
- Completing the new **Muristan Clinic**
- Modernisation will continue in our **Jerusalem Hospital** with the replacement of outdated pipe work; the paediatric and retinal clinical areas will be separated to create better patient flow



Information

- A roll-out of the new Hospital Management Information System to digitise our patient records



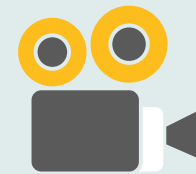
Research

- A fully equipped genetics research laboratory will be installed in the Jerusalem Hospital
- Our doctor's fellowship in hereditary eye conditions will continue, allowing SJEHG to begin researching the condition in the oPt
- Research articles are planned to be published in recognised journals for the first time in 20 years



Training

- One doctor will begin training for a Fellowship in Glaucoma at the Avarind Eye Hospital in India, enabling our Gaza Hospital to begin providing treatment for the most complicated glaucoma cases
- Five doctors will continue their training on our **Medical Residency Programme**
- Six nurses will continue their postgraduate training at the **Sir Stephen Miller School of Nursing**



Media

- Releasing **Eyes of St John** on an international stage
- Launching of our new interactive website & online shop

Summary of Five Year Strategic Plan 2013-17



Patients:

Achieve the highest rates of quality and patient safety

Capacity:

Expand clinical services and capacity

Research:

Develop a Research Unit

Partnership:

To increase partnership opportunities

Reputation:

Enhance the global reputation

Gaza:

Commitment to Gaza

Finance:

Ensure sustainability

Case Study: Omar

Omar*, 13, from the Gaza Strip, has already led an exceptional life in spite of his young age.

Omar is the eldest child of a university professor and social care worker in the Gaza Strip. His parents tried to have children for a very long time until eventually receiving their happy miracle, and as such he is extremely precious to them. He grew up to be a very smart child, achieving mainly 90% or higher in all his school exams.

In late 2013, at the age of 10, Omar's vision began to deteriorate. His mother recalled holding fingers out in front his face for him to count and him being unable to see anything. Consequently his grades began to plummet. His parents took him to the local government hospital in Gaza, who referred him on to a specialist clinic in Ramallah (in the West Bank). This is quite a difficult trip for any Gazan to make. It is not only expensive but there is also an arduous permit procedure to get through. In December 2015 the permit approval for medical cases dropped to its lowest in seven years, at only 67.5% (World Health Organisation) - this is why our Gaza Hospital remains such a vital part of our services.

Thankfully, in this family's case, they managed to arrange permits. Tests were undertaken, and the most devastating diagnosis was given to the family. Omar had a mass behind his right eye. It was diagnosed

as an intraocular tumour - in layman's terms, a lump behind the eye, that might or might not be cancerous. Further checks would be necessary to see whether the tumour was malignant and his eye would potentially need to be removed. His mother described her utter

devastation at receiving the news; after being given the miracle of her son, it felt as if he were being taken away.

However, thanks to the keen eye of one local Gazan doctor, and our St John team, Omar's story did not end in tragedy.



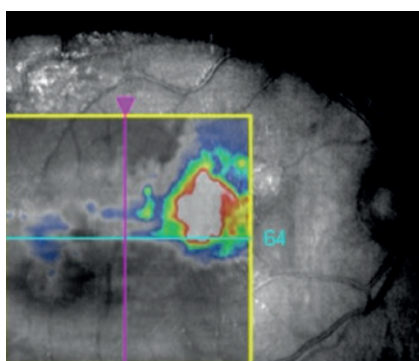
As Ramallah is hard to reach for local Gazans, his case was moved to the UNRWA hospital in Gaza. It was there his case was handed to a local doctor who noted there was something not quite right about Omar's diagnosis. He opted to get a second opinion from our own retinal expert, who has a reputation for being one of the best retinal eye doctors in the area.

Omar first saw our doctor three agonising months after his original diagnosis, and this is where his story changes for the better.

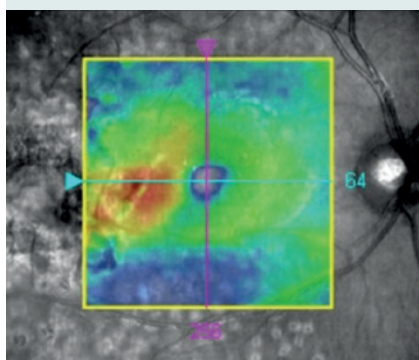
After further testing Omar was rediagnosed not with an intraocular tumour, but with a congenital ruptured retinal macroaneurysm - a different condition entirely. This is essentially a vein behind the eye that is weak from birth. If it is over expended the vein will burst, causing vision loss and permanent blindness, if it is not caught in time. The mass which was originally diagnosed as a tumour was in fact a accumulation of blood from a burst vein. The family was given the good news and his mother described the moment they told his father who began 'dancing around the kitchen' with joy. The relief was incredible.

However the treatment Omar would have to undergo was still difficult, let alone for a child of his age. Our doctor took great care to stress the fact that, in his words, Omar was a 'hero', for undergoing the treatment

at such a young age. All in all over six months he received five laser eye treatments and six injections into his eye. All but one of these was performed under topical anaesthesia. That means that Omar was fully conscious, with only eye drops to numb the eye.



Above: The large grey mass was originally identified as a 'tumour'



Below: Omar's condition at the end of 2015, his eyesight is almost back to normal

He is one of the only children treated at SJEHG who has been brave and patient enough for this method to even be an option. Most children are much too fidgety or scared to even consider local anaesthesia. It is however the safer option overall, as there are always risks involved when using general anaesthesia.

Omar is now a happy and healthy 13 year old. His eye sight is so good he does not even need to wear glasses. He absolutely love maths, his favourite subject at school, and plans to train as a doctor. His grades are back up in the top percentile. The family are extremely thankful for the expert care that SJEHG had to offer. In his mother's words:

"Thank you for everything. Omar's doctor adopted the boy and treated him as his own son, he was the first person to give us a thread of hope, and wanted only the best for us all. He brought us alive again. Thank you to St John, thanks to you all!"

Last year in Gaza we saw 9,500 children and performed 195 major surgeries. This sight-saving work is necessary as it is increasingly difficult for the typical Gazan to seek health care outside of the Gaza Strip.

With the opening of our new Gaza Hospital we expect the number of patients we treat to grow as the new hospital is much larger. **Donating to SJEHG will help children just like Omar gain access to vital eye care, allowing them the futures they deserve. If you would like to make a donation, please get in touch. Our contact details are on the back page.**

*Name has been changed to protect child's identity.

Our People

In 2015 SJEHG employed* **236** people in total, of whom **143** were

SJEHG Board and staff in the garden of the Jerusalem Hospital, September 2015



We go to great lengths to train our local staff. In doing so, we are contributing positively to the fractured Palestinian infrastructure.

The Medical Residency Programme invests in Palestinian doctors and enhances their ability to provide essential sight-saving skills for the Palestinian population. There is nowhere other than our Jerusalem Hospital that offers comprehensive training for Palestinian ophthalmologists in the oPt.

Over the past 10 years, in line with our vision of providing a sustainable service of excellence to the people we serve, Palestinian ophthalmologists have continually received specialist training. SJEHG now has Palestinian specialists in every field of ophthalmology, except complex oncology (a service which is readily available in Jerusalem, should it be required). In the past these services would have been

provided by visiting expatriate specialists. These visits were often staggered or ad hoc which could lead to long delays in patients receiving urgent care - especially in times of conflict. Our specialists can now treat eye problems across the board, meaning our patients can be treated to an expert level as soon as possible.

Our highly-regarded Sir Stephen Miller School of Nursing offers up to ten places on the Specialist Ophthalmic Nursing Course every year and is accredited by the University of West London. Many local nurses who undertake the course become SJEHG employees.

SJEHG also enjoys an outstanding relationship with Israeli Haddasah Medical Center which has provided world leading fellowship training to our doctors. As an offshoot of this partnership we have also begun a research project the results of which will hopefully be included in internationally

accredited journals, putting SJEHG research on the international map.

*Employee numbers above are the average for the year.

Case Study: Alice

Ophthalmic Nurse: Mobile Outreach Programme

Alice Aslamian is one of our 2015 ophthalmic nurse graduates from our Sir Stephen Miller School of Nursing. In January 2016 she began a full time position with SJEHG in our Mobile Outreach Team.

In her new position Alice will be working throughout the West Bank treating patients in the most remote villages, many of whom would otherwise not be able to access healthcare.

medical staff, including **33** doctors and **84** nurses



This is an extremely exciting prospect for Alice, as in her opinion it is one of the most interesting roles on offer at the hospital. It allows her to get to know parts of the country to which she would not otherwise travel, as well as to see a diverse range of cases which typically only ever arise in our Mobile Outreach Programme.

Alice chose to train in ophthalmic nursing after graduating with a bachelor's degree in general nursing



from Bethlehem University in 2014. She chose the nursing school at SJEHG for its great reputation, and as it is one of the few providers of specialist ophthalmic nursing training, in the region in which we operate. Comparing it to her previous experience in other hospitals she had this to say:

"The best thing about St John is the teamwork in the hospital. Other hospitals do not treat their colleagues in the same way - here it's like one big family!"

Speaking about Alice, our Director of Nursing, Ahmad Ma'ali, (who has worked his way up from a graduate of our nursing school in 1990) had this to say:

"Since she enrolled on the Specialist Ophthalmic Nursing Course, Alice was an

excellent student and a role model for all her colleagues. Alice is a very capable, enthusiastic and dedicated nurse who, in a short time, has become an effective member of the SJEHG."

Alice displays exemplary dedication in her work and we are sure that she will continue to grow and develop her skills throughout her time here at SJEHG. Alice has strong ambitions for her future: further into her career she is hoping to achieve a Masters in infection control and public health, which she feels is a priority. Welcome to the family Alice.

SJEHG has many new nurses like Alice throughout our organisation who do not yet have sponsorship. If you would like to sponsor one of our nurses or student nurses, please get in touch.

Trustees and Committee Members

The Trustees of the charity, who are also the directors for the purpose of company law, during the year and at the date of this report, are listed below:



Mr Nicholas Woolf



Dr Maged Abu-Ramadan



Ms Susan Dingwall



Mr Nicholas Goulding



Mr Guy Morton



Mr John Pelly

Mr Nicholas Woolf

BSc (Econ), FCA, CTA (Fellow) KStJ

Nicholas Woolf became a board member and Chairman in June 2012. He is a Chartered Accountant and Chartered Tax Adviser and is a former partner with Arthur Andersen. He is a former trustee of Princess Alice Hospice, Beating Bowel Cancer, and Barts Charity and was a non-executive director of Westminster Primary Care Trust.

Dr Maged A Abu-Ramadan

MD FRCSed OStJ

Dr Maged is a resident of Gaza, a Senior Consultant Ophthalmic Surgeon, and the Founder and President of the Palestinian Ophthalmological Society. In 2005 he was made mayor of Gaza. He is the Treasurer of MEACO, and the Chairman of Coastal Municipalities Water Utility (CMWU). Previously, he was the Palestinian Authority Director General of Hospitals General Administration and the Director General of the International Cooperation Department of the Ministry of Health.

Ms Susan Dingwall OStJ

Susan Dingwall is a partner of the international law firm, Norton Rose Fulbright LLP, specialising in insurance and risk issues. Ms Dingwall leads

the firm's award-winning Islamic insurance practice and is a recognised expert in her field by Chambers, Legal 500, Islamic Finance News' Leading Lawyers, Euromoney's Guide to The World's Leading Women in Business Law and Euromoney's Expert Guides – Insurance & Reinsurance.

Mr Nicholas Goulding

BSc FCA CTA (Fellow) ATT OStJ

Nicholas Goulding is SJEHG's Treasurer and Secretary. He is a Chartered Accountant and Chartered Tax Adviser and is a former partner with KPMG LLP. He is Honorary Treasurer of The HM Tower of London Chapels Royal Foundation, The Honourable Company of Air Pilots, St Lawrence with St Swithun Winchester, Blue Apple Theatre and a Governor of Lord Wandsworth College.

Mr Guy Morton OStJ

Guy Morton is a solicitor and was until his retirement in 2014 a partner in Freshfields Bruckhaus Deringer LLP, with a practice specialising in banking and financial law and the regulation of financial markets. He was Senior Partner of the firm from 2006 to 2010. He has served on European Commission consultative groups relating to

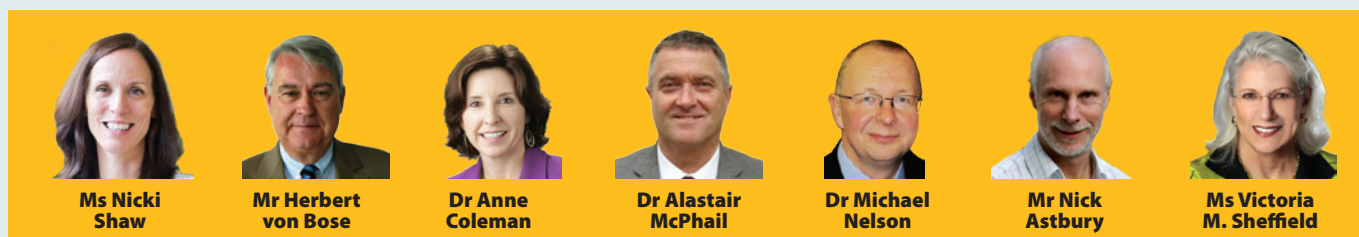
financial law reform and has represented the United Kingdom in relation to international law reform initiatives at the Hague Conference on Private International Law and UNIDROIT.

Mr John Pelly OStJ

John Pelly qualified as an accountant in 1978. He joined the NHS in 1990, becoming Finance Director of Guy's and St Thomas' Hospitals on the merger of these two world-renowned hospitals in 1993 and subsequently Chief Operating Officer, where he remained until 2004 when he became Chief Executive of Queen Elizabeth Hospital. In 2008 he was appointed Chief Executive of Moorfields Eye Hospital, a position he held until his retirement in late 2015.

Ms Nicki Shaw OStJ

Nicki Shaw is Chief Executive of Princess Alice Hospice. She previously worked at the British Heart Foundation, latterly as Programme Director for Prevention and Care. Her career has spanned the commercial, regulatory and voluntary sectors. She has participated in a number of National forums including the Palliative Care Funding Review and the DH Advisory Group on Health at Work.



Mr Herbert Von Bose

Herbert von Bose completed his studies in Law from the Universities of Bonn, Geneva and Heidelberg in 1975. He practiced as a lawyer in Mannheim and Heidelberg before working for the European Commission in Brussels. He joined the Johanniterorden in 1984 and in 1995 he was nominated Rechtsritter. From 2002 to 2012 he was the chairman of the Brussels Johanniter Group (Subkommende). Since June 2014 he has been the governing commander of the Balley.

Dr Anne Coleman MD, PHD, OSTJ

Dr Anne L. Coleman MD PhD is a Professor of Ophthalmology in the Stein Eye Institute of the David Geffen School of Medicine at UCLA and also a Professor of Epidemiology. She is Vice-Chair for Academic Affairs for the Department of Ophthalmology and Director of the SEI Centre for Community Outreach and Policy, overseeing both the UCLA Mobile Eye Clinic and the UCLA Centre for Eye Epidemiology.

Dr Alastair McPhail CMG OBE

Dr Alastair McPhail has worked for the Foreign and Commonwealth Office for 21 years. In January 2014 he was appointed British Consul

General to Jerusalem. He has had an illustrious career within the FCO serving in a number of European, Middle Eastern, and African Countries.

Dr Michael Nelson

MBChB FRCOphth MAEd OSTJ (Retired)

Dr Michael Nelson was a consultant ophthalmologist in Sheffield between 1990 and 2015. He is an Associate Postgraduate Dean for Health Education England working across Yorkshire and the Humber, Academic Lead for Innovation and Development and Director of Student Affairs for Sheffield Medical School and Education Advisor for the Royal College of Ophthalmologists. He retired from the SJEHG Board in March 2016.

Mr Nick Astbury

FRCS FRCOphth FRCP CSTJ (Retired)

Nick Astbury is a recently retired consultant paediatric ophthalmologist who served as president of the Royal College of Ophthalmologists from 2003-6. Nick currently works part-time at the International Centre for Eye Health at the London School of Hygiene and Tropical Medicine as a senior Clinical Lecturer and is particularly involved with the VISION 2020 LINKS programme and the Journal of Community

Eye Health. Other current roles include member of the RCOphth International Committee, trustee of the Impact Foundation and the Keeler Scholarship Trust, co-chair of IAPB Europe, and chair of the Duke-Elder Fund. He retired from the SJEHG board in June 2015.

Ms Victoria M. Sheffield

DSTJ (Retired)

Victoria M. Sheffield is President and CEO of the International Eye Foundation in the USA. She is Vice President of the International Agency for the Prevention of Blindness, a member of the American Academy of Ophthalmology's Global Outreach Committee, and is Vice Chair of the International Paediatric Ophthalmology and Strabismus Council's Advisory Board. She retired from the SJEHG board in June 2015.

Co-opted Committee Members who are not Trustees

David Verity	Clinical Governance
Jamie Ingham Clark	Finance
Timothy Walker	Audit
Sir Vincent Fean	Fundraising
Mark Cannon Brookes	Investment
Ken Baksh	Investment
Philip Hardaker	Honours and Awards
Sheenah Davies	Honours and Awards
Robin Oake	Honours and Awards

Governance Structure

Board Committees:

Steering

Strategy
& Planning

Clinical Governance

Finance

Audit

Fundraising*

Investment

Honours & Awards

Each committee has terms of reference, which were updated in 2013. *The Guild, a longstanding voluntary fundraising group, is a subcommittee of the Fundraising Committee.

SJEHG is an English company limited by guarantee. The Order of St John is the sole member of the Charity and appoints the Chairman of the Board of Trustees.

The Board manages the business and affairs of SJEHG and usually meets three times a year, as does the Steering Committee, with at least one meeting at the hospital in Jerusalem. The Board reviews the performance of SJEHG and in particular the performance of the hospitals in Jerusalem, Gaza, Hebron and the Anabta Clinic, as well as our Mobile Outreach Programme. The Board also considers and approves the operational and capital budgets.

The Board has established levels of authority to ensure proper accountability and

transparency. The Board is aware of the codification of directors' duties under the Companies Act 2006 and takes these duties into account in consideration of SJEHG's activities.

New Trustees are selected by the Board to maintain an appropriate balance of skills and experience. Trustees are appointed for a term of three years and may be reappointed for two further terms of three years, but are not normally eligible for a further reappointment. An induction programme is in place for new directors.

The Board of Trustees delegate responsibility for the daily management of the Charity to the Chief Executive, Brigadier Tom Ogilvie-Graham, and the Medical Director, Dr Jeanne Garth.



Chief Executive
Brigadier Tom Ogilvie-Graham
MBE CStJ PhD

Tom Ogilvie-Graham served in the British army for 30 years, primarily with the Army Medical Services and with the Household Cavalry.

His humanitarian work spans from Kuwait to Bosnia to Rwanda, as well as developing programmes for medical and public health support in Iraq and Afghanistan. He has represented the UK on NATO medical committees. He is a Barrister and a Fulbright Scholar at Cornell University, and has a Doctorate in Psychology from Edinburgh University, a Master of Science from Reading University, and a Bachelor degree in Veterinary Medicine & Surgery from Edinburgh University.



Medical Director
Dr Jeanne Garth
FRCSEd

Dr. Jeanne Garth was born in Bahrain, and obtained her Medical Degree from Bombay University, India in 1978.

In 1980, she joined the department of Ophthalmology of the Salmaniya Medical Centre in Bahrain, which is recognised by the London, Edinburgh, Glasgow and Irish Royal Colleges for training in ophthalmology. She continued her training in Dublin and obtained a fellowship from the Royal College of Surgeons, Edinburgh.

Dr. Garth joined SJEHG as a Consultant Ophthalmic Surgeon in 2001 and became Medical Director in February 2002.

Legacy Ambassador: Denise Magauran

Denise Magauran is a former employee of SJEHG, dedicated supporter, Guild Member and legacy pledger.

I first became aware of the marvellous work of SJEHG in the 1970s when working as a senior registrar at St Paul's Eye Hospital in Liverpool. I went out to Jerusalem in 1973 and worked there for a year as Assistant Surgeon. On my return, I missed the city. When the opportunity to return arose in 1991, I came back to become Chief Surgeon, and stayed for eight years.

It was during my time there as Chief Surgeon that the Medical Residency Programme was established, which was very enjoyable work. The staff were fantastic and the ophthalmology was very interesting. Jerusalem is a very fascinating place to live and I made many friends there. One of these was Father Jerome Murphy O'Connor, renowned Dominican at the Ecole Blique, who led a walking group around the Holy Land on Sundays. Our group were all good friends and we learnt an amazing amount about archaeology, theology and the terrain of the country.

Upon return to the UK, I wanted to continue to help SJEHG. I was asked to join the Guild soon afterwards and was also appointed to the Hospital Board, a role I held for three years. I was also appointed as a Consultant at the St Helier/Epsom Hospitals where I



worked for nine years. I have now retired to Painswick in Gloucestershire.

I have been out to the Jerusalem Hospital once or twice every year since. Originally this was to help the other doctors in the theatre, clinics, and on outreach. However, as the doctors are now very well trained, my trips now are more focussed on seeing my old colleagues. I particularly enjoy the Investitures where I give my award [The Denise Magauran Cup] to the doctor who has contributed the most to the medical department that year.

The work that SJEHG does is something I believe so strongly in, and I was looking for more ways to help. Leaving a legacy seemed right. It was time to update my Will, so I decided to leave a gift to my favourite charity.

Some people underestimate the value of the assets they will leave behind, but leaving a gift of even a few percent of their estate could give considerable help to their chosen charity.

It is good to know that any money left behind will be used effectively, and in a way that means my support for the work will continue long after I have died.

My legacy will be left as an endowment fund for further specialised training for our doctors and nurses, as this is what I was involved with in my lifetime.

I will never forget my time working for SJEHG, conducting outreach in the West Bank and Gaza, doing research in the West Bank and living in Jerusalem. It is one of the most important and rewarding times of my life.

Thank you

Our vital work is reliant on voluntary income from charitable donations

Without our donors, we could not continue saving sight and changing lives. The patients and staff at SJEHG greatly appreciate the support of everyone who has given or helped in some way in 2015.

The St John Priories from around the world have once again delivered much valued assistance to SJEHG. We thank the **Priories of Australia, Canada, England, New Zealand, Scotland, Singapore, the USA and Wales** for their continuing support.

We are pleased to receive the support of our Patron Lord Vestey. We are grateful to the Guild, the Alliance of the Orders of St John, St John Associations and the St John Fellowship for their on-going and crucial support.

Further Major Donors 2015:

The Arab Fund for Economic and Social Development
Australian Representative Office, Ramallah
Bank of Palestine
The Ben May Charitable Trust
The Bernard Sunley Charitable Foundation
Bishops Waltham Charity Garden Fair
The Brillig Charitable Trust
The British Humane Association
The Bryan Guinness Charitable Trust
Christian Blind Mission
The Cadogan Charity
Children of Peace
CHK Charities Limited
The Clothworkers' Foundation
Consolidated Contractors Company
Dr Michael & Dr Amira Dan
The Estate of Aubrey Desmond Donald
The Edwina Mountbatten & Leonora Children's Foundation
The Eranda Foundation
The European Union
The Evan Cornish Foundation
Fred Hollows Foundation
The Estate of Joan Frieze
Caroline Gavin
The German Federal Ministry for Economic Cooperation and Development
Peter Goltra
Greendale Foundation
The Estate of Geoffrey Leslie Howe
The Hugh Symons Charitable Trust
Jerusalem Governorate
Johanniterhjälp
The John Swire 1989 Charitable Trust

The Kadoorie Charitable Foundation
The Karl Kahane Foundation
Julietta Khoury
The Knights Templar
The Lavelle Fund for the Blind
The Linbury Trust
Timothy Mattar
The Maurice and Hilda Laing Charitable Trust
The MBC Heritage of Islam Trust
The Norton Rose Charitable Foundation
The OPEC Fund for International Development
Paltel
The Park House Charitable Trust
The Estate of Dorothy Peacock
The Perth Eye Clinic Foundation
The PF Charitable Trust
The Pilkington Charities Fund
Pictures on Walls
Qatar Committee
Stephen Roberts
Wael Sa'di
Salam Ya Seghar
The Sobell Foundation
St John New South Wales
The St John Commandery in Western Australia
Tamari Foundation
UNDP - Community Resilience and Development Programme
The United States Agency for International Development (USAID)
The Valentine Charitable Trust
Welfare Association
The Estate of Isla Williams
World Diabetes Foundation
World Health Organization



We would also like to thank the many diplomats who have taken the time to visit SJEHG this year. These included:

H.E. Donald Blome - United States Consul General, and his wife Debbie Blome

Ms. Martina Feenay - Head of Mission of Irish Representative Office to the PA

Mr. Hans Jacob Frydenlund - Head of the Representative Office of Norway to the PA

Ms. Sanna Kyllonen - Deputy Head of Mission, Representative Office of Finland to the PA

Mr. Vincenzo Racalbutto - Director of the Italian Development Cooperation Agency

H.E. Dominique Prince de La Rochefoucauld - The Grand Hospitaller for the Sovereign Military Order of Malta

Mr. Radek Rubes - Head of the Representative Office of the Czech Republic to the PA

Mr. Sergio Sierra Bernal - Head of the Representative Office of the Mexico to the PA

H.E. Justin Simpson - Representative for the Sovereign Military Order of Malta

Mr. Pedro Sousa e Abreu - Head of the Representative Office of the Portugal to the PA

Mr. Ralpf Tarraf - Head of the EU Delegation to the West Bank and Gaza Strip

Ms. Sandra Wijnberg - Deputy Head of Mission of the Office of the Quartet Representative



**St John of Jerusalem
Eye Hospital Group**



**Saving
Sight**

**Changing
Lives**

If you would like to support St John of Jerusalem Eye Hospital Group
or would like more information, please contact us:

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St John of Jerusalem Eye Hospital Group was incorporated as a company limited by
guarantee on 24 August 2010 under registration number 7355619. It is registered
as a charity under the number 1139527.