

A photograph of a dirt path winding through a dense forest of tall evergreen trees. Sunlight filters through the canopy, creating a dappled light effect on the path. In the distance, two people are walking away from the camera. The overall mood is peaceful and natural.

Our Impact Report

HORDERHEALTHCARE



Our charitable impact throughout 2019

Who we are

Everything we do revolves around our core values, delivering **QUALITY** healthcare with **INTEGRITY** and **PRIDE** and always providing a **CARING** and **FRIENDLY** service.

Horder Healthcare is a leading independent healthcare provider and charity based in Sussex, delivering high quality care across a range of treatments and services for both NHS and private patients.

Our charitable purpose is to advance health and the relief of patients suffering from ill health, and we achieve this by providing surgery, care and treatment programs from our hospitals and outreach centres:

- The Horder Centre (THC), rated 'outstanding' by the Care Quality Commission, focuses on providing musculoskeletal services, including elective orthopaedic surgery, physiotherapy and pain management. We demonstrate significant improvements in outcomes for our patients and have developed wellness and exercise classes to promote fitness and self-management.
- The McIndoe Centre (TMC), rated 'good' by the Care Quality Commission, specialises in plastic, reconstructive, ophthalmic, maxillofacial and orthopaedic surgery.
- Our outreach centres provide a means for delivering clinical and wellness services to people in their local communities through advanced practitioners and physiotherapists.



The McIndoe Centre 20th anniversary

By **Charles Gallannaugh, Horder Healthcare President**

On the 24th October 2019, we celebrated the 20th anniversary of the re-furbished hospital which bears the name of Archibald McIndoe, 80 years after he first arrived at East Grinstead. His wartime work here as a Consultant in Plastic Surgery to the Royal Air Force was to become legendary.

As time passed however, the original hospital buildings became outdated and in 1963, through the generosity of Mr & Mrs Neville Blond, the new McIndoe Burns Centre was opened by Her Majesty Queen Elizabeth The Queen Mother as a memorial to their late friend Sir Archibald McIndoe.

In 1997, this building was purchased by a group of plastic surgeons who re-furbished it, re-opening it in 1999. Fifteen years later the hospital was purchased by Horder Healthcare. State of the art operating theatres and new x-ray services were installed and ward upgrades carried out.

The staff working here today continue to serve patients in line with Horder Healthcare's founding principles of innovation, ethical and holistic care, thus maintaining the traditions established by Sir Archibald McIndoe and his team so long ago.



Continuing a legacy

By Dr Richard Tyler, CEO

The 20th anniversary of the refurbished McIndoe Centre provides the ideal opportunity to reflect on the key ingredients of excellent healthcare.

As our president, Charles Gallannaugh, makes clear, the legendary Sir Archibald McIndoe was instrumental in establishing and shaping burns and plastic surgery in East Grinstead. However, Sir Archibald would have been the first to acknowledge that his success was the result of both an individual and a collective effort.

For many years, we have focused on the brilliance of individual surgeons and there is no doubt that a highly skilled surgeon is at the centre of excellent healthcare. It is generally acknowledged that experienced surgeons carrying out high volumes of individual procedures achieve the best outcomes. This is why, at Horder Healthcare, we aim to create specialist centres of excellence.

At the McIndoe Centre, we have one of the largest concentrations of plastic and ophthalmic surgeons in the south-east of England, each of whom is an expert in their field. At the Horder Centre in Crowborough, we carry out among the highest volumes of hip and knee surgery in the country, as well having experts in foot and ankle, hand, spine and shoulder surgery.

However, excellent healthcare is not only about brilliant surgeons, it is also dependent on the team around them. By focusing on a small number of specialities, we ensure that our theatre teams and nursing staff are experts in orthopaedics, ophthalmology and plastic surgery. This ensures that both the care and treatment our patients receive is of the highest quality.

Similarly, excellent healthcare does not stop once the operation is completed. Rapid recovery requires specialist support. Our physiotherapists are experts in the rehabilitation of orthopaedic patients and, as you will see elsewhere in this report, over 99% of our patients would recommend or highly recommend our physiotherapy service.

Finally, excellent healthcare is not just about the surgical and clinical teams. At Horder, all of our staff take pride in putting the patient first, from our receptionists, through to our housekeeping and catering staff.

In times of rapid change and uncertainty, we continue to honour the legacy of Sir Archibald McIndoe, providing specialist care in centres of excellence where the needs of the patient will always come first.

Our impact in numbers

October 2018 - September 2019

Horder Healthcare treats both NHS and private patients, offering an outstanding service and level of care to an ever growing number of people across the South East of England.

33,679

Consultant outpatient appointments

Physiotherapy

28,638 Appointments
18,468 Class attendees

Diagnostics

1,045 MRI scans
2,083 X-rays

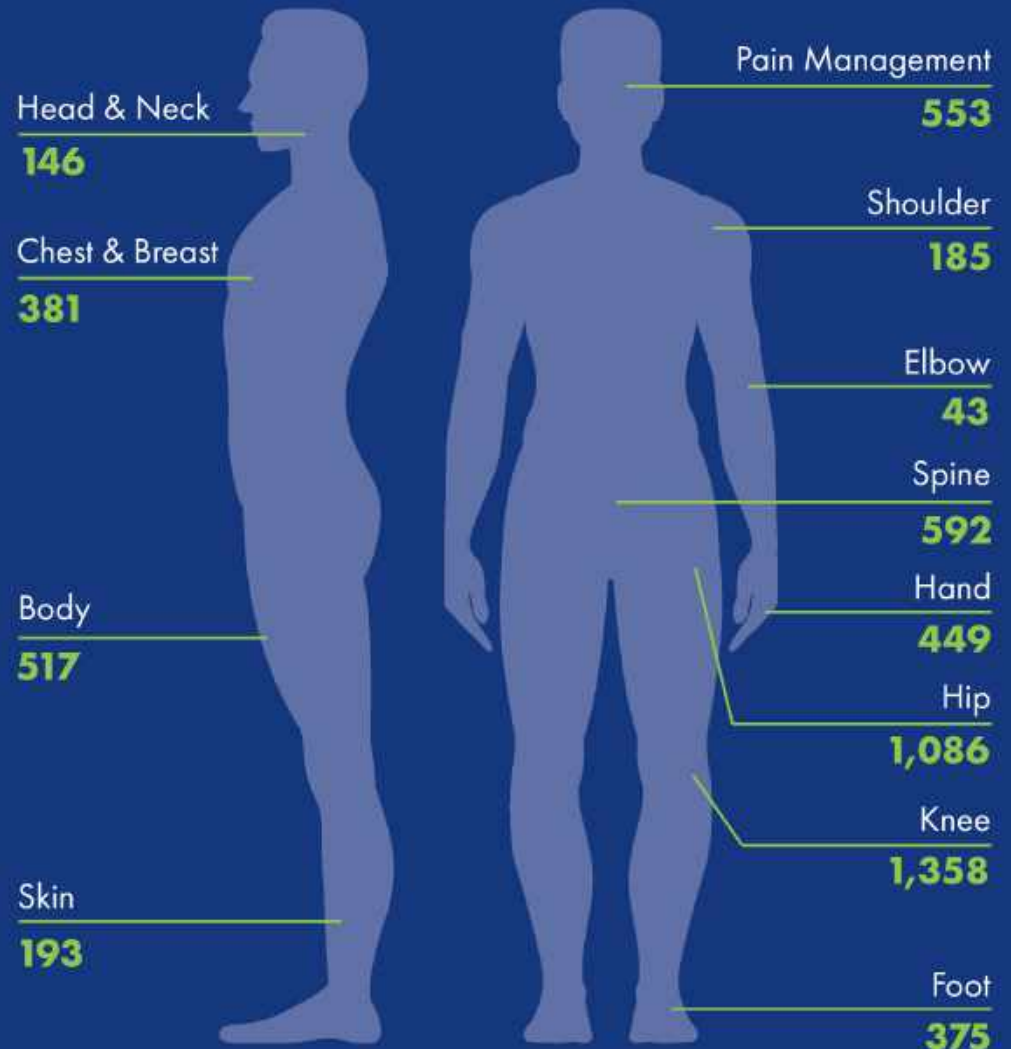
Surgical Procedures

365
Oral & Maxillofacial procedures

588
Ophthalmology procedures

1,237
Plastic/Reconstructive
Procedures

4,641
Orthopaedic
Procedures



Quality outcomes

Patient Reported Outcome Measures (PROMs) for hip and knee replacements

PROMs record a patient's level of pain, stiffness and mobility and compare their scores after surgery with scores recorded before their operation. Using these measures, the number of patients who saw an improvement after surgery at The Horder Centre for both hip and knee surgery is above the national average.

Outpatient physiotherapy outcomes

The outpatient musculoskeletal physiotherapy services use two different PROMs which measure slightly different things; one that measures patient specific goals (PSFS) and another that allows comparisons across populations (EQ5D). We are pleased to report that the number of people reporting a significant improvement in their specific goals has averaged 75% whilst the number of people showing a significant improvement comparing populations was 81%. We continue to collect and monitor these results, reporting them to our NHS commissioners and other interested parties, which is testament to the hard work of the physiotherapy team.

The physiotherapy team has also collected 'patient experience' scores. The score indicates how much patients feel they have benefited from attending the service by how strongly they would recommend the service to their family and friends. We undertook a survey of 300 physiotherapy patients between August and December 2018 and found that 99.7% of people would recommend or highly recommend the service. We are currently repeating this survey from January 2020.

What our patients say after their procedure at The Horder Centre:

98% were likely or very likely to recommend The Horder Centre to friends and family.

99% rated their experience as very good or excellent.

98% rated the cleanliness as very good or excellent.



CASE STUDY

"I was well looked after, the staff were great and the process was very smooth and efficient. I can't fault it."

Years of playing squash led to such severe knee pain that not even removing damaged cartilage could help the discomfort experienced by Robin Bell.

"The knee had completely disintegrated and I began to experience discomfort in the other knee. I suffered for a long time and the pain got worse and worse." Robin, who already had a successful hip replacement at The Horder Centre, was referred to the Centre by his GP.

He said: "I had a total knee replacement, which required 42 steel stitches, but the scar is nice and straight. They did an excellent job of it and I am very happy with the outcome.

"I went home and started with exercises while recovering in bed, then around the house. I soon progressed to walking up and down the road, going for longer each time.

"I had six weeks of physiotherapy at The Horder Centre, where I progressed to the gym machines and got my knee moving. I was doing a lot of exercise so my recovery was very quick.

"For years, both knees hurt, but since the operation there is no pain and I can still go to the gym. I can now attend spinning classes four to five times a week."

CASE STUDY

"People might have reservations but I would 100% recommend having physiotherapy."



For years, Steve Robinson suffered from Dupuytren's contracture, a condition that causes the fingers to bend towards the palm.

Simple tasks such as putting the kettle on or shaking peoples' hands became increasingly difficult, so he visited his GP, who referred him to The Horder Centre.

Following a consultation with surgeon Mr Oliver Harley, he had surgery and attended five physiotherapy sessions at The Horder Centre in Crowborough.

Steve explains: "The fact I had physiotherapy played a massive part. The healing seemed to take place very quickly. I noticed very early on the angle the fingers went back to. It was a telling sign. The physiotherapists really made my fingers work.

"Before the operation and physiotherapy, the range of movement and amount of pressure I could exert on that hand was minimal. I had a question mark over how much physiotherapy would help me but now it makes perfect sense. It is quite an extensive operation and involves a lot of work so why wouldn't you do it?"

"I have a couple of minor scar lines which are fading fast but the improvement has been huge. It's given me so much more usage and I can do things that I couldn't do before."



Clinical excellence

THE HORDER CENTRE

PLACE audit 2019

The Horder Centre scored well again this year in the Patient Led Assessment of the Care Environment (PLACE). Although NHS England/Improvement said the results were not comparable due to the significant revision of the question set, we are pleased with our set of results which show a slight overall increase.

We conducted a mock PLACE assessment at The McIndoe Centre, the results of which are not published, but again we recorded a slight increase in scores from our last mock assessment in 2017.

National Joint Registry (NJR)

The NJR monitors the performance of hip, knee, ankle, elbow and shoulder joint replacement operations to improve clinical outcomes for the benefit of patients, clinicians and the orthopaedic sector as a whole. Horder Healthcare continues to share performance data with the NJR to monitor the effectiveness of these different types of surgery, which enables us to offer the highest quality rated prosthesis to patients.

MSK Physiotherapy: Significantly improving the pathway for NHS patients

Over the last few years, Horder Healthcare has seen an increase in the number of referrals received for outpatient MSK Physiotherapy.

Over 83% of these referrals are for NHS treatment for patients referred by their GP. Combined with the tightening of referral criteria for orthopaedic care from the CCGs, the increased demand has required us to ensure that patient pathways into the service are optimised as much as possible. We have started several new processes to achieve this, which has also reduced the waiting for everyone.

- Implementation of Primary Access Class (PAC) for patients with osteoarthritis of the hip or knee to be seen more quickly by a physiotherapist and provided with information and exercise advice about their arthritis.
- Around 80% of people are able to attend the PAC and of those around 20% are well enough to be discharged. Around 10% can be referred onto the ESCAPE Hip and Knee pain class, aimed to strengthen the leg muscles.
- The remainder of the patients are likely to benefit from seeing a physiotherapist for tailored treatment in 1:1 sessions, and as a result of having more information about their condition are much more engaged with their therapy and exercises.
- Waiting times for physiotherapy at the two sites where we have introduced these classes have now been completely eliminated and all patients are seen within 2 weeks of us receiving their referral.

Getting it Right First Time (GIRFT)

The Horder Centre has been a pilot site for the GIRFT programme in the independent sector during 2019. GIRFT is a national programme designed to improve medical care within the NHS by reducing unwarranted variations and sharing best practice. The Horder Centre was commended by Professor Tim Briggs, orthopaedic surgeon and national lead for the GIRFT programme, as an exemplar site with above average clinical outcomes and highly efficient theatres. It is hoped to roll out the GIRFT programme at The McIndoe Centre in 2020 for ophthalmology services.

THE MCINDOE CENTRE

National Ophthalmic Database

The McIndoe Centre will start to provide data for the National Ophthalmic Database (NOD), to be used in its national audit of cataract surgery outcomes across England and Wales. Each year the NOD audit produces an annual report that provides updated benchmark standards of care, which can be used by Trusts and surgeons to recognise and action areas for quality improvement.

The reports produced from the NOD audit have steered significant improvement in patient safety and outcomes for cataract surgery in England and Wales.



Public information events

Over the past year we have welcomed over 350 members of the local community to our free informative events with our specialist clinicians offering practical advice, exercises and information on a range of topics. At The Horder Centre the aim of these events is to empower individuals with knowledge to help self manage orthopaedic conditions as much as possible before resorting to surgery.

At the McIndoe Centre our open evenings are a great way to provide transparent clinical information from our accredited professionals in an open and informal way. Our aim is to educate prospective patients so they can make an informed decision, confident in the knowledge that they have received sound advice before proceeding with our services.

100% of attendees would recommend The Horder Centre events to their family and friends.

In November 2019 we held a patient forum for patients who had undergone either hip or knee replacement surgery within the past 12 months. The aim of the session was to give patients the opportunity to share their thoughts about preparations made for their discharge home and the process this takes following surgery. There were many positive comments regarding our current discharge process including the 'joint school' being very helpful and informative, as well as there being a good provision of aids and equipment to help when they got back home.

Making a charitable impact



Our Volunteers

Our team of 33 volunteers are invaluable to our organisation and are involved in many aspects of the services we provide, from ward support and patient chaperone, to reception, the café and grounds. We simply could not deliver our unique patient care without them and we are so grateful for every minute they give us.

Titanium Research Funding

Horder Healthcare has helped to fund valuable research on blood and plasma titanium levels associated with hip implants. Hip implants are usually manufactured from cobalt-chromium, but the use of titanium in orthopaedics is growing. Compared to cobalt and chromium, little research has been done regarding the biological effects of titanium ions and, unlike cobalt and chromium, there are no laboratory reference levels defined for titanium.

The study proposed laboratory threshold values for blood and plasma titanium in patients with well-functioning titanium hip implants at medium to long-term follow up. The results established the upper normal reference limit for blood and plasma titanium. This research provides an essential starting point for further studies to explore the clinical usefulness of blood titanium as a biomarker of orthopaedic implant performance.

Horder Healthcare Bursaries

We are continuing to offer the three travelling surgical bursaries, introduced in 2018 for trainees in orthopaedic higher specialist training. These are open to London and Kent, Surrey and Sussex (KSS) trainees. These three bursaries include the 'Horder Healthcare Gallannaugh Bursary' for £9000 per annum, supporting international travel for training opportunities and two 'Horder Healthcare Bursaries' for £2500 each per annum, to support European travel for training opportunities.

The Training Programme Directors of Health Education Kent, Surrey and Sussex (HEKSS) are responsible for awarding the bursaries. HEKSS is responsible for the coordination, delivery and funding of postgraduate medical and dental education in Kent, Surrey and Sussex.

Sail Canopy Purchased

Work was completed on providing a shaded area in The Horder Centre garden to allow patients more protection from the sun when exercising.

Thanks to donations received over the year, the Crowborough centre has now installed a sail shaped canopy that will benefit patients using the parallel bars outside.

THE MCINDOE CENTRE

Check4Cancer

The McIndoe Centre has been working closely with Check4Cancer, who provide skin exams to members of the public. The screening checks the skin for moles, birthmarks or other blemishes that are unusual in colour, shape, size or texture. If there is any cause for concern, the patient is referred to a consultant at The McIndoe Centre to investigate further and take action if needed.

The McIndoe Centre Cosmetic Fellowship

The McIndoe Centre has welcomed trainee plastic surgeon Rikki Mistry to work alongside its highly experienced consultants who are renowned in their field. Mr Mistry, a Dundee graduate who has trained in Scotland, London and Oxford Deaneries, is in his final year of specialist training in Plastic Surgery after starting in 2009 and will be eligible to apply for consultant jobs in 2021.

He said: "My experience as the Cosmetic Fellow at The McIndoe Centre has been some of the best training I've had since my graduation in 2004, with fantastic surgical techniques, great team working and fine tuning my attention to detail in the operating theatre.

"Patients have been gracious to allow me to be in the consultation room as well as theatre to help prepare me for my career as a Consultant Plastic Surgeon."



Fundraising

Last year's patient forum included discussions regarding pain relief after knee surgery and how it could be improved. A variety of alternatives were explored with patients and it was felt that the most economical and effective form of non-chemical pain relief was cold therapy.

Cold therapy is already offered post-surgery in the form of ice packs but it was felt a better form of ice pack would provide greater relief.

Thanks to funding, we have decided to trial a larger ice pack than those currently used, which can be strapped in place with Velcro. The larger circumference will enable better coverage of the knee, thus allowing greater relief.

The convenience and versatility provided by a wearable cold compression pack allow users to get on with other activities such as exercises, daily living tasks and resting, all while receiving hassle-free and comfortable healing therapy.

The McIndoe Centre

East Grinstead



The Horder Centre

Crowborough



Horder Healthcare Seaford

Seaford



Horder Healthcare Eastbourne

Eastbourne



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