

# 2022 Impact Report



**HORDERHEALTHCARE**



# WHO ARE WE?

Founded in 1954, Horder Healthcare is a charity that provides high quality healthcare services to both NHS and private patients.

We are a not-for-profit organisation, so any profit we do make is reinvested in our colleagues, healthcare services and community.

## What is our vision?

To be established as a leading healthcare charity demonstrating its purpose through the provision of independent healthcare, and support to the wider community through our investment in training, research and community wellbeing.





**We carry out more hip and knee replacements than any other independent hospital in the UK.**

Hip & Knee Registry  
July 2021-June 2022



**The McIndoe Centre has the second largest number of plastic procedures in the UK.**

PHIN 2018

# WHAT DO WE DO?

## **We provide safe and specialised care**

Horder Healthcare is a leading independent healthcare provider based in Sussex, delivering high quality care across a range of elective treatments and services. 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 programmes from our hospitals and outreach centres:

### **The Horder Centre: An award-winning centre for orthopaedic surgery**

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.

### **The McIndoe Centre: The home of plastic and reconstructive surgery**

The McIndoe Centre (TMC), rated 'good' by the Care Quality Commission, specialises in plastic, reconstructive, ophthalmic, maxillofacial and orthopaedic surgery. The centre provides private patients access to 47 surgeons and clinical experts, many with international reputations, offering a unique setting for specialist care.

### **Our outreach centres: Providing local services**

Outreach centres in Seaford and Eastbourne provide a means for delivering clinical and wellness services to people in their local communities through advanced practitioners and physiotherapists.

# OUR IMPACT IN NUMBERS

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.

## Oct 2021- Sept 2022

Body **722**

Pain Management **395**

Shoulder **124**

Chest & Breast **459**

Elbow **21**

Spine **448**

Hand **590**

Hip **1,339**

Skin **602**

Knee **1,491**

Foot **209**



Consultant  
Outpatient  
Appointments

**95,015**



Physiotherapy

**26,818**



MRI Scans

**644**



X-Rays

**2,801**



Oral & Maxillofacial

**644**



Ophthalmology

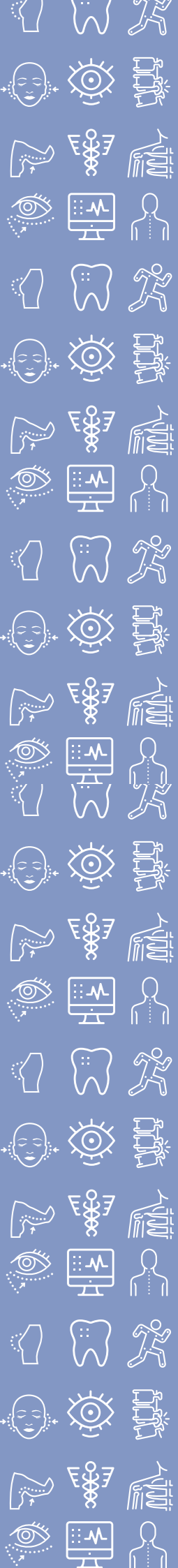
**3,280**

Trustpilot

The Horder Centre and  
Coastal Sites rated as  
**4.8 out of 5**



The McIndoe Centre  
rated as  
**4.7 out of 5**





'I recently had an abdominoplasty under Mr Kumar. The results are already excellent and the care I received at The McIndoe Centre was outstanding. The nursing team was warm, caring, and expert and also very cheerful which helped my rapid recovery.'

**Patient Review, Trustpilot 2022**

# OUR PLACE IN HEALTHCARE

**Richard Tyler, CEO**



I am delighted to introduce our 2022 Impact Report.

Whilst the immediate threat from Covid-19 has receded, we are still living with its impact and consequences. We continue to have higher than pre-Covid levels of cancellations, largely driven by the lingering impact of the virus. Similarly, forced

inactivity during the Covid period has resulted in a deterioration in general levels of health among many of our patients.

As well as the legacy of the pandemic, 2022 has seen an increase in environmental pressures. Both of our hospitals have been impacted by extremes of temperature, suffered storm damage, and water shortages. We have also seen the growing impact of cost-pressures, driven by energy shortages and general inflation.

Against this backdrop, levels of demand are at record levels. NHS waiting lists are at an all-time high and, as the report makes clear, we have worked hard to minimise the number of patients waiting over 52 weeks for surgery. In addition, enquiries from patients prepared to pay for treatment are higher than ever and this is reflected in growing numbers of self-patients across both hospitals.

In the midst of these challenges, I am extremely proud of the work of our colleagues in providing safe, high-quality care. I would draw particular attention to quality of post-cancer, breast reconstruction surgery undertaken at The McIndoe Centre, and the high levels of patient satisfaction across all of our services.

Whilst we continue to live with the legacy of Covid, and to manage new and emerging challenges, I remain confident that we will continue to focus on what matters most to our patients, the provision of the highest quality care, delivered by an outstanding group of talented and caring individuals.

# PATIENTS

Horder Healthcare is committed to providing the very best quality of care for our patients and customers. Coming out of the COVID-19 pandemic, we continue to focus on quality improvement, whilst ensuring that our locations are safe and secure places for our patients and colleagues.

## Patient Forums

We have held two patient forums focusing on the way we communicate with our patients. The outcomes, including the preference for more text messaging and electronic communication, will now influence how we develop the patient experience over the next year.

## Patient Led Assessment of the Care Environment (PLACE)

The audit invites patient assessors to review our sites focusing on several areas including cleanliness, food and privacy. Our colleagues accompany the assessors to corroborate any scoring.

Both sites scored highly, with The Horder Centre achieving a 100% score for cleanliness, ward food and appearance/maintenance.



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'Recently had a right hip replacement at The Horder Centre, I can only say the care I received was second to none. What a marvellous place to have been fortunate enough to have had my operation.'

**Patient Review, NHS Choices 2022**



# Patient Focus: The Horder Centre

## Reducing patient waiting times

We have remained focused on reducing the waiting list for our procedures for NHS patients, which had increased due to the delays incurred during the COVID-19 pandemic. From October 2021 to September 2022, we were able to reduce the number of patients waiting over 52 weeks from 56 to 5 patients.

## Building theatres of the future

This year we fully refurbished our operating theatres, creating the very best environment for our patients to receive care and for our colleagues to work. As an orthopaedic centre of excellence, we want to offer our patients the option of accessing the very latest technology available.

We were therefore delighted to introduce the ROSA Knee System from Zimmer Biomet at The Horder Centre. This robotic surgical assistant for Total Knee Replacement (TKR) patients can provide an increased level of accuracy and greater precision when undergoing a TKR procedure, to maximise the chance of achieving the best possible position and alignment.

## Case Study : ROSA Knee System

Former RAF Officer and fighter pilot, Nicholas Spiller, 76, was the first patient at The Horder Centre to undergo total knee replacement surgery with the assistance of the ROSA Knee System under consultant orthopaedic surgeon Mr Sam Rajaratnam.

“On my first consultation with Mr Rajaratnam, we discussed the possibility of using the ROSA knee system and he explained how the robotic technology would assist him in the positioning of the implant by using very precise data; I was reassured by how it would maximise the accuracy of the implant. He was exceptionally confident about it, and clearly explained the benefits of the system to me. We made the decision to proceed with the surgery using the ROSA robotic technology and I had no apprehension about the procedure.

“The surgery went very smoothly, and the pain afterwards was not as bad as I had been anticipating. The Horder Centre really impressed me.”

Samuel Rajaratnam, Consultant Orthopaedic Surgeon said, “I am delighted that Nicholas recovered well from his joint replacement surgery. His recovery epitomises the concept of ‘rapid recovery’ and the ‘ROSA-Persona personalised knee solution’, allowing for accurate custom fitting of implants with bespoke limb alignment which are unique to each patient”.

## Pain management

We have expanded our use of cryotherapy in post-surgery pain management for knee replacement patients, and wanted to establish an audit to assess the benefits for both improved movement and pain reduction. A formal audit methodology was required which has now been completed and the audit is ongoing, with the findings being reviewed in due course through our governance process.

This has allowed us to ensure more of our patients receive the benefits of cryotherapy post procedure.



# Patient Focus: The McIndoe Centre

## Highest ever number of successful DIEP flap reconstructions

We are exceptionally proud of the services we offer cancer patients at The McIndoe Centre and are pleased to report that we have performed 43 DIEP procedures between October 2021 – September 2022 with a 0% failure rate.

The DIEP flap procedure is a form of breast reconstruction following a mastectomy, using the patient's own abdominal fat rather than an implant to create a breast mound. This procedure enables the patient to have a naturally formed breast without the need for any foreign materials and can result in faster recovery with less post operative pain.

Elin Richardson, Hospital Director at The McIndoe Centre said: "We have seen a steady year-on-year increase in the number of these life-changing operations we perform. We are committed to growing this service through investing in our staff and facilities as this particular procedure is recognised as the 'gold standard' for breast reconstruction after mastectomy. Our patients come from all over the UK (and further afield) for the expertise of our world-renowned surgeons and the specialist support we provide, **making us one of the top 3 largest independent providers in the UK of this type of surgery, and the largest single site independent provider outside of London**".



'All the staff have been excellent and provided me with all the help and encouragement that I could have wished for, from booking my first appointment through to my final physiotherapy appointment.'

**Patient Review, Trustpilot 2022**





# Clinical Excellence and Quality Outcomes

## NHS Orthopaedic PROMs

Patient Reported Outcome measures (PROMs) are measures of a patient's health status or health related quality of life. Patient data is collected only after patients have given their consent. Patients undergoing NHS funded elective inpatient surgery for hip and knee replacements, are asked to complete questionnaires just before and six months after their operation to assess improvement in their health using measures such as pain, stiffness, mobility, and usual activity. The lower the score, the worse the patient feels the impact is on their daily life. The Oxford hip/knee score is the one used most frequently and asks specific questions relating to pain and reduced mobility.

The latest available PROMS data for April 2020 - March 2021 shows The Horder Centre scored a higher percentage of patient improvement than the national average for both primary hip and knee procedures.

|              |          | Average Pre-Op Q Score | Average Post- Op Q Score | Adjusted average Health Gain | Improved |
|--------------|----------|------------------------|--------------------------|------------------------------|----------|
| Primary Hip  | National | 17.0315                | 40.0127                  | 22.9812                      | 97.90%   |
|              | THC      | 17.6538                | 42.7692                  | 25.4310                      | 98.70%   |
| Primary Knee | National | 19.7839                | 36.6697                  | 16.8858                      | 94.40%   |
|              | THC      | 21.9286                | 38.5714                  | 17.5635                      | 96.40%   |

## Private Procedures PROMs

From the 1st January 2022 we have been collecting Patient Recorded Outcome Measures (PROMs) for a selection of our private procedures at The McIndoe Centre. We look forward to reporting on these measures in our next report to demonstrate how the quality of our surgery is impacting the lives of our patients.

## National Joint Registry (NJR)

The NJR monitors the performance of joint replacement implants and the effectiveness of different types of surgery, improving clinical standards and benefiting patients, clinicians, and the orthopaedic sector as a whole. Horder Healthcare submits data to the NJR for all hip, knee, ankle, elbow, and shoulder joint replacements providing patient consent has been obtained. The latest data for submission consent at The Horder Centre is 98.7% (1st April 2020 – 31st March 2021)

## National Breast Registry (NBR)

The McIndoe Centre submits data to the NBR as a provider of breast implant surgery. The confidential information allows patients to be traced if they are affected by safety concerns.

## VTE Exemplar Status

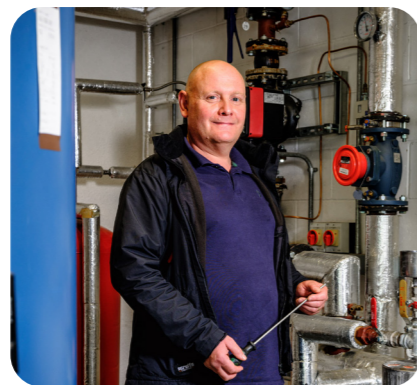
The Horder Centre has maintained VTE exemplar status after its accreditation from Kings Hospital in 2015 and re-assessment in 2017. Colleagues contribute to the National Nursing and Midwifery Network (NNMN) for VTE Prevention in England.

**99%** Patients said they would be extremely likely or likely to recommend to friends and family

**99%** Patients said they had a very good or good overall experience

**98%** Patients felt the cleanliness standard was excellent or very good

Combined PSQ data from The Horder Centre and The McIndoe Centre October 2021 - September 2022



## Outpatient Physiotherapy Outcomes

The outpatient musculoskeletal physiotherapy services have used two different PROMs, which measure slightly different things; one that measures patient specific goals (PSFS) and another that allows comparisons across populations (EQ5D).

In the nine months until June 2022, an average of 73% of patients stated they had experienced a significant improvement in their specific goals, whilst the number of people showing a significant improvement comparing populations was 86%.

Since July 2022, we have been involved in a regional trial of collecting outcome data digitally by email link or SMS message. This involves several large local physiotherapy providers; this has resulted in lower rates of data collection while new processes are embedded and difficulty in reporting figures as we did previously, while information and reporting templates are finalised.

We continue to collect and monitor these results, reporting them to our NHS commissioners and other interested parties and continue to strive to improve collection rates and reporting functions. Involvement in this project is testament to our commitment to improvement and transparency.

## Physiotherapy Patient Experience (PREMS)

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. In October 2022, we undertook a survey of patients who had attended physiotherapy service during that month.

Results were overwhelmingly positive, with in excess of 93% stating they would be "extremely likely" to recommend the service to their friends or family, with the other 7% stating they would be "likely" to do the same. In addition, 99.3% of patients stated they felt involved in decisions regarding their care.

# PEOPLE

Our people, by which we mean our colleagues and volunteers, are equal in importance to our patients. Without a happy, motivated team of exceptional people we wouldn't be able to deliver the high standard of care our reputation is built on.

We continue our long-term commitment to increase colleague engagement by working with Best Companies, an external employee engagement specialist. Focusing on the mental wellness of colleagues, we have launched a new intranet that offers access to a wellbeing programme with mental first aiders and speak up guardians, and a health-care plan that includes an employee assistance programme (EAP) which provides free counselling, as well as full medical cover.

## Bespoke training for a unique organisation

The Leadership Academy is a bespoke training programme that has been designed specifically for Horder Healthcare and launched in 2022. The aim of the Leadership Academy is to empower first-line and junior managers to access their natural people management abilities.

*"The Leadership Academy was an excellent way to learn about effective communication, organisation, motivation, and share ideas with other peers from around the business, and it has left me feeling better equipped to be a manager."*

Geoff Kippax, IT Team Lead



*"The team leader training course really reaffirms your existing knowledge and builds your confidence to enable to you to grow in your role, whilst also being supportive to others."*

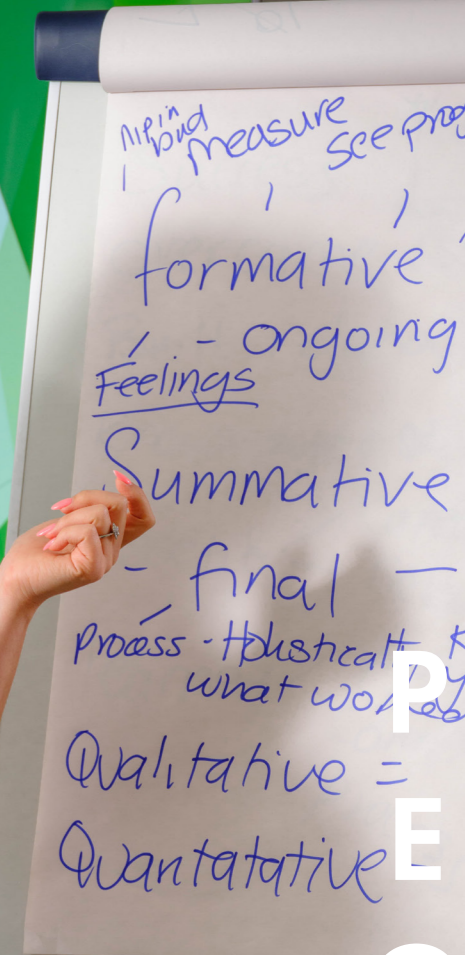
Jan Moorey, Senior Guest Services Assistant at The Horder Centre



## Preceptorship?

Individualised period of support under the guidance of an advanced clinical practitioner (preceptor) to ease the transition into professional specialisation in a new role

programme for those new to the role (preceptor), or those identified by their preceptor to transition into a junior nurse



## The Launch of Elevate and Ascend Training Models

The Elevate and Ascend training models were designed to work in unison with The Leadership Academy programme and were created externally for Horder Healthcare. Both programmes are unified on the specific purpose of strengthening relationships across the levels of the organisation.

Connecting with the 'Leadership Academy', it creates a broader set of solutions, and ensures these are 'joined up' and systemic within Horder Healthcare. So far 88 Horder Healthcare colleagues have completed the courses, with highly positive feedback.

## International Nurses

Affected by the national clinical staff shortage we were delighted to recruit seven international nurses who have successfully joined the Horder Healthcare team. Their excellent standards of patient care are already being reflecting in feedback we have received.



# Supporting the NHS Through Training

## Aesthetic and Plastics

The McIndoe Centre supports at least three NHS Trainee Doctors per year (on a four-monthly rotation programme) by providing a funded training opportunity in plastic surgery, mainly focusing on aesthetic surgery. This is aimed to benefit the trainees by awarding them a much wider training experience within the plastics specialty, particularly as there are much fewer opportunities to gain aesthetic surgery training within the NHS.

## Orthopaedics

The Horder Centre through its links with the local NHS Trust is supporting 'Doctors in Training' by offering placements to junior orthopaedic surgeons, allowing them access to elective cases in order to increase their numbers of surgery; this has been identified as a national problem due to the Covid-19 pandemic.

## Trainee Nurse Associates (TNAs)

We are currently supporting three Trainee Nurse Associates (TNAs) through charitable funds, all undertaking a foundation degree with The University of Brighton. We are also supporting 8 active apprentices across the organisation (in both clinical and non-clinical roles), with a further 4 colleagues having requested support for their applications to embark on becoming Trainee Registered Nurses and Trainee Nurse Associates.



# Supporting Our Community

## Commitment to Food Banks

We continue to help local communities through foodbank collection points for staff at our 3 sites, supporting the Crowborough Foodbank, the East Grinstead Foodbank and Seahaven Storehouse. A donation from charitable funds continues to be made to each food bank every month to help with their running costs.

## Supporting Ukraine

Through our membership of the Independent Healthcare Provider Network (IHPN) we were proud to be able to support Ukraine with medical equipment including the donation of a number of defibrillators.

## Reducing the impact of our Physiotherapy Service

An evaluation of the environmental impact of the physiotherapy service was undertaken and changes put into place to make improvements. The report from these efforts was accepted by Sustainability in Healthcare for publication as it was found that the changes implemented would reduce carbon output by 72,000kg pa and reduce costs by over £10,000.

## Environmental Impact Assessment

During 2021/22 we undertook an organisational environmental impact assessment and from that developed a plan of action based on the report's findings. An external energy assessment was commissioned, and this year both main sites have recently renewed their Display Energy Certificates (DEC) with TMC improving their rating from D to B. THC has also improved its ratings from E to D.

## Award winning patient food

We are delighted to have achieved a 'Food for Life Served Here Bronze Award' from the Soil Association for serving meals that are good for our climate, nature and health at both The Horder Centre and The McIndoe Centre. We are proud to confirm that 98% of our dishes are freshly prepared and 100% of our meat is from farms that are Red Tractor and RSPCA approved.

# A Statement From Our President

There can be little doubt that the NHS is in crisis. With 7.2 million patients waiting for treatment on the elective list, 30,000 waiting more than two months to start cancer treatment (double the pre - Covid level) and front line clinical staff stretched to the limit, the State system can be regarded as in deep trouble. An NHS free to all at the time of contact is of little use if the point of contact is unavailable within a reasonable time frame.

An attempt to save money by reducing the number of hospital beds and cutting inpatient care to a minimum by discharging patients back into the community has failed; community care is either not there or is unable to cope. Patients remain in a hospital bed for longer than necessary denying its use for another patient waiting to be admitted. Primary care is struggling, often inaccessible quickly when required, with the result that patients are forced to attend hospital emergency departments which are now overwhelmed.

The Horder Centre surgical unit was set up in 1989 to help the NHS reduce the very long waiting list for joint replacement surgery at that time. Five thousand more NHS beds and 800 new ambulances as recently proposed will help eventually but additional staff will be needed to utilize this new resource at a time when the NHS

workforce is over 100,000 below target. So what can be done now?

One answer is that more could be done if the NHS made use of hospitals in the independent sector, such as The Horder Centre and The McIndoe Centre, which have demonstrated in the past their ability and willingness to work with the NHS to use spare capacity for the common good.

The Government has now set up an Elective Recovery Taskforce to facilitate this way forward. Speaking at its first meeting in Downing Street, at which our own Chief Executive Richard Tyler was present, David Hare Chief Executive of the Independent Healthcare Providers Network, is quoted as saying "the private sector struggles to engage with its NHS counterparts". It is clearly unacceptable that NHS patients are forced to fund their own care in the independent sector because NHS funded activity is denied them when help is readily available. Bureaucracy must be swept aside and a more pragmatic approach adopted. Every NHS patient treated in an independent hospital frees a bed in an NHS establishment. The independent sector is ready to help but it takes two to tango!

Charles Gallannaugh  
President, Horder Healthcare



# 2022 Impact Report

The McIndoe Centre  
East Grinstead



The Horder Centre  
Crowborough



Horder Healthcare Seaford  
Seaford



Horder Healthcare Eastbourne  
Eastbourne



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