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IMPACT REPORT  
**2023**

**HORDER**HEALTHCARE

# WHO ARE WE?

Horder Healthcare is a leading independent healthcare provider in the UK. Our charitable purpose is to advance health and the relief of patients suffering from ill health.

We are proud of our patient-centred approach, where the patient's needs and goals are at the heart of the care we provide. We use the latest technology and techniques to provide a comprehensive range of services, including consultation, diagnosis, surgery, and aftercare, all delivered by a team of highly qualified and experienced medical professionals.



# OUR CENTRES OF EXCELLENCE

We provide world-class healthcare services to both NHS and private patients from our hospitals and outreach centres.

## **The Horder Centre (THC)**

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The Horder Centre specialises in the diagnosis, treatment, and rehabilitation of orthopaedic conditions. Set in the therapeutic setting of Ashdown Forest, the Centre is rated 'outstanding' by the Care Quality Commission. With a focus on patient safety, comfort, and satisfaction, The Horder Centre is dedicated to helping patients regain their mobility, reduce their pain, and improve their quality of life.

## **The McIndoe Centre (TMC)**

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The McIndoe Centre specialises in plastic, reconstructive, ophthalmic, orthopaedic and maxillofacial surgery. Originally the old Burns Unit which treated injured servicemen in World War II, The McIndoe Centre is today a purpose-built medical facility designed with innovation and world-class healthcare. Rated 'good' by the Care Quality Commission, the Centre is committed to delivering high-quality, safe, and reliable healthcare that produces life-changing results.

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

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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.

The Horder Centre carry out more hip and knee replacements than any other independent hospital in the UK.<sup>1</sup>



The McIndoe Centre ranks 2<sup>nd</sup> nationally in the list of independent providers that undertake both NHS and private “cosmetic surgery”.<sup>2</sup>

Our outreach centres provide the diagnosis, treatment, and prevention of orthopaedic-related conditions to local communities.



Our teams of highly skilled specialists are dedicated to delivering exceptional care and personalised treatment options tailored to each patient's needs.



1. Hip & Knee registry, PHIN 1 April 2022-31 March 2023. 2. PHIN 1 April 2022-31 March 2023.

# OUR IMPACT IN NUMBERS

Oct 2022-Sept 2023

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.



**The Horder Centre  
rated as**

**4.8 out of 5**



**The McIndoe Centre  
rated as**

**4.8 out of 5**





Consultant Outpatient  
Appointments

**26,058**



Physiotherapy

**28,575**



MRI Scans

**623**



X-Rays

**4,826**



Oral & Maxillofacial

**442**



Ophthalmology

**2,569**

Pain Management **193**

Shoulder **138**

Chest & Breast **414**

Body **818**

Elbow **17**

Spine **358**

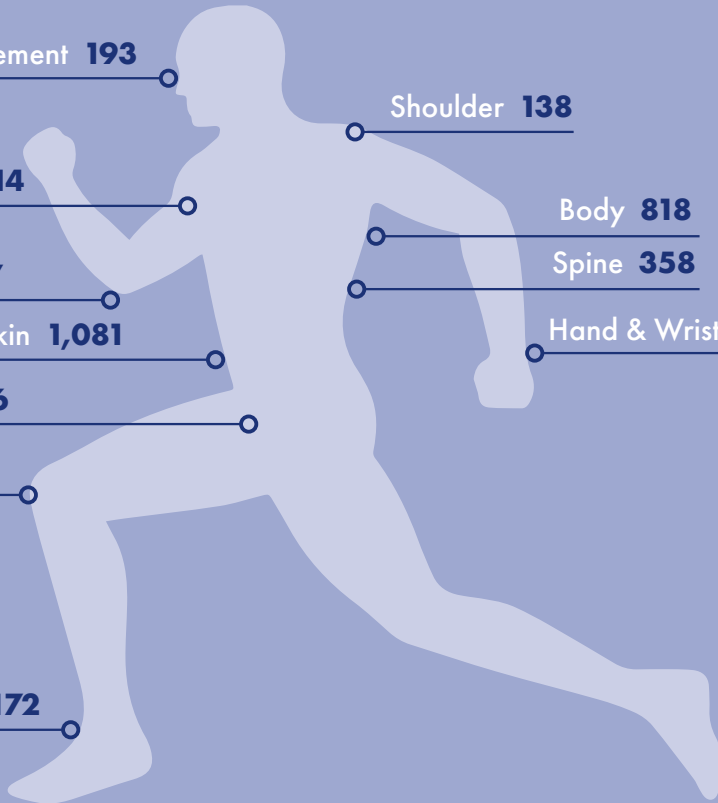
Skin **1,081**

Hand & Wrist **513**

Hip **1,176**

Knee **1,630**

Foot & Ankle **172**





// With the help and support of the (McIndoe) Centre I have been able to move forward through the menopause. I have felt listened to and held at every stage from the initial appointment to prescription advice and follow-ups. I would highly recommend the Centre for women supporting themselves through this life stage, it's worth its weight in gold. //

Patient Review, Trustpilot 2023



# Making a difference together

Richard Tyler, CEO



It gives me great pleasure to introduce the 2023 Impact Report.

Here at Horder Healthcare, we pride ourselves on how well we treat our patients, how well we treat our people and how we demonstrate our wider charitable purpose.

Our patients are at the core of everything we do and I am delighted to report that, over the last year, our patient satisfaction levels have never dropped below 90%, and the percentage of patients recommending us to their friends and family has also remained above 90%.

In this report you will find positive examples of our ongoing commitment to improve patient experience, including an exciting project to reduce the length of stay for hip replacement patients at The Horder Centre, and the introduction of a new women's health service at The McIndoe Centre.

All of this couldn't have been achieved without the hard work and dedication of all our people and it is a measure of the

hard work of our recruitment team and the positive atmosphere, that our vacancy levels are at the lowest level for the last five years.

We are proud to support apprentices, and this year has seen our first-ever trainee nurse associate complete her qualifications. We have also successfully recruited our first tranche of international nurses and developed our own bespoke leadership programme.

Finally, we continue to demonstrate our wider charitable purpose with our contribution to the wider health community through our funding of clinical bursaries, to the wider community through our support for food banks, and to wider society through our commitment to reduce our environmental impact.

There is no doubt that these remain challenging times, but I am confident that, with our focus on our patients, our people and our purpose, we remain well placed to continue providing the excellent care our patients have come to expect.



// I had a knee replacement at Crowborough and follow-up physio at Eastbourne. All the staff have been excellent, very caring, knowledgeable, skilled and always ready to help. Thank you to the surgeon, his team, everyone involved with my treatment, and to the physios at Crowborough and Eastbourne. //

Patient Review, Trustpilot 2023



# PATIENTS

## Patient Experience

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We continue to encourage feedback from all our patients and in a variety of ways. In the last year more of our patients have chosen to review us using the QR code technology rather than the handwritten patient satisfaction survey. Patients can also leave a review on the NHS website, Google and Trustpilot.

We encourage patients and/or their relatives to be part of our quality improvement strategy. We now have a patient representative at our quarterly patient experience meetings.

This coming year we are introducing Patient Safety Partners to assist us with the reviewing of clinical incidents and risk.

If you would like to be involved as an ex-patient or relative with our organisation please do not hesitate to get in touch.

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

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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 scoring significantly higher than the National Average and

The McIndoe Centre scoring equal or higher to the National Average.

# PATIENT FOCUS:

## The Horder Centre

### Reducing length of stay for hip replacement patients

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As part of the organisation's 2023-24 quality improvement initiatives, Horder Healthcare is aiming to reduce the length of stay for patients undergoing total hip replacements.

Having been involved with the 'Getting it Right First Time' (GIRFT) programme previously, Horder Healthcare is keen to ensure ongoing engagement with the recommendations of this programme.

On review of the average length of stay (the amount of time a person stays in hospital following surgery), it was highlighted that improvements to our clinical pathway could enable patients to return home sooner after surgery whilst maintaining high standards of care and patient satisfaction.

Various changes to the pathway have been implemented, including changes to patient education, pre-assessment information, anaesthetic processes and pain management protocols to enable quicker recovery and earlier mobilisation once on the ward.

These changes have been effective, and we are already seeing patients achieve their discharge goals earlier which has enabled them to get home sooner. This project is continuing to evolve to ensure the optimal processes are in place to improve the clinical pathway for everyone undergoing a total hip replacement.







// I attended The McIndoe Centre for a double cataract operation under Damian Lake. The service received was excellent from start to finish. The nursing staff were truly empathetic, I was kept informed every step of the way, and the surroundings were very comfortable. The operation was a great success! //

Patient Review, Trustpilot 2023



# PATIENT FOCUS: The McIndoe Centre

## **Introducing Women's Health**

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We understand the importance of proactive care. This year we proudly launched our Women's Health service at The McIndoe Centre. This successful first phase has focused on Menopause Management, providing a GP-led support service for those experiencing perimenopause and menopause symptoms.

Looking ahead to 2024, we are excited to expand the service into its second phase. Our exclusive Women's Health Check is designed to empower our patients with a comprehensive understanding of their well-being – all in a single, convenient visit. This comprehensive assessment covers a broad spectrum of tests, all conducted on the same day, to enable preventive care as well as early detection of potential health issues.

The service is tailored to address the needs of women at every stage of their life, from routine blood tests to screenings for hormonal balance, cholesterol levels, thyroid function, and much more. Results will be discussed on the day, and during a follow up consultation, with one of our dedicated GPs who will provide expert advice and guidance before planning the next steps.

## **Adding a personal touch**

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We are always looking at ways to brighten patient experience during recovery. Following a procedure, a surgical drain may be required for some patients to prevent a build-up of fluid the body naturally produces in the early stages of healing. At The McIndoe Centre, we introduced a fetching collection of drain bags, created by our very own Patient Experience Service Lead Nurse. Feedback so far to this personal touch has been incredibly positive.

# 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 2021 – March 2022 shows the scores for The Horder Centre against the National Average for the average adjusted health gain.

	NHS	Horder
Hip Replacement	22.50	23.93
Knee Replacement	17.30	18.07

## Average Adjusted Health Gain

We continue to collect PROMS for our private patients and are now uploading information to the Private Healthcare Independent Network which are soon to be made available to the public.



## 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. 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 the submission consent at The Horder Centre is: 99.05% for (1 April 2021 – 31 March 22).

## 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 from Kings College London after its reassessment in 2022. Colleagues contribute to the National Nursing and Midwifery Network (NNMN) for VTE prevention in England.

### Patients said that they had a very good or good stay:

**98%**  
THC Inpatients

**99%**  
THC Day Cases

**98%**  
TMC Inpatients

**99%**  
TMC Day Cases

### Patients said they would be extremely likely or likely to recommend to friends and family:

**99%**  
THC Inpatients  
and Day Cases

**98%**  
TMC Inpatients  
and Day Cases

PSQ data January – June 2023



## OUTPATIENT PHYSIOTHERAPY OUTCOMES

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

Since July 2022, we, alongside several other large regional physiotherapy providers, have been involved in a trial of collecting outcome data digitally by email link or SMS message. These outcome measures include: Graded Rate of Change; Net Promoter Score and a Health Confidence score. Whilst reported collection rates have been lower using this new method, it should remove a bias previously caused by the scores being collected by the clinicians.

Unfortunately, at this stage, the way the data is being presented back does not support reporting the figures to aggregate results and cannot be compared to previous results. This issue is due to be resolved in October 2023 and backdated results will be able to be retrieved.

This project is now going to be utilised further to assist with identifying health inequalities in the population and to assist with targeting support for this group of patients. This project has been short-listed for a prestigious Health Services Journal innovation award and is testament to our commitment to improvement and transparency.

## Patient Rated Experience Measures (PREMs)

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The physiotherapy team undertook a patient survey in order to benchmark against the Chartered Society of Physiotherapy Quality Standards. Results were collected between August 2022 and January 2023 with a return rate of 67%. There are six Quality Standards that cover how strongly the patient felt that:

- 1) Assessment and treatment met their personal needs
- 2) How well the patient was involved in their care
- 3) They had received enough information in a way that was easy to understand
- 4) Communication was clear, not rushed and they felt listened to
- 5) Their care was coordinated with other departments
- 6) Patients were offered information to access other health-related topics such as smoking cessation or mental well-being resources

Results were overwhelmingly positive, with in excess of 90% of patients responding positively in five of the Quality Standards and QS6 showing 73% positive responses.

## Classes

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The impact of the pandemic continues to be felt. All classes had to be stopped and were only able to resume in September 2021 and continue to take a long time to come back to previous levels. As of April 2023, we are running the same number of weekly classes as pre-pandemic, but attendance rates are much lower with approximately one-third of previous numbers now attending. The number of people attending is gradually increasing and we continue to endeavour to increase the number of people benefitting from exercise.

## Improving Attendance

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Ongoing auditing of the number of patients who don't attend appointments is being undertaken. As a result of this audit, in February 2023, it was agreed that SMS/text reminders be implemented to remind patients of their appointments. In the 12 months prior to the introduction of these reminders, the rate of new patients who failed to attend their appointments was 7.2%. This has reduced to 4.2% since the introduction of the reminders. The rate that follow-up appointments were not attended in this same time period was 9.2% but following the introduction of reminders, this has dropped to 6.7%. This innovation has seen a significant improvement in the rate of people attending their appointments.

## Research

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It is said that an organisation that does research gets better outcomes. To that end, the Physiotherapy department has written a research strategy to work toward hosting, recruiting patients to be studied and eventually undertaking our own research projects. To assist with achieving this strategy, negotiations with the Kent, Surrey and Sussex Clinical Research Network resulted in them awarding us a sum of money to support employing a part-time research assistant. The post commenced in April 2023 and has already shown significant growth in supporting the development of research within the team. It is likely that we will be a collection site for a large multi-centred research study on shoulder treatment in the next year.

# PEOPLE

## Apprenticeships

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Horder Healthcare is proud to support apprentices across a variety of departments within the organisation. We have seen many colleagues graduate throughout 2022, and the beginning of 2023 in Business Administration, Customer Service and Learning and Development. Each of these apprentices has either been promoted internally as a result of their achievements or has moved on to exciting new opportunities outside of Horder Healthcare.

Clinically, we have been delighted to see our first-ever Trainee Nurse Associate complete her qualifications and gain her PIN number from the Nursing and Midwifery Council. This is an exciting step forward for the organisation in embedding the Nurse Associate role into our clinical areas and carves the way for two further Trainee Nurse Associate students currently on the programme with Brighton University. In addition, we are supporting our first-ever Operating Department Practitioner Apprentice, who began their studies in September 2023.

Outside of the clinical areas, the apprenticeship levy continues to support colleagues within the areas of business administration and customer service roles, in addition to IT and Estates departments.



## Culture and Organisational Development

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Since the overwhelming success of the launch of the ASCEND programme in 2022, the organisation has continued to support and encourage colleagues to explore their own personal and professional development. The ASCEND programme now has 80 graduates, with a further 40 on programme as we move toward the end of 2023. Feedback from this programme has been far-reaching, and rewarding for both the delegates and trainers alike.

In addition, we have been successful in using funding sources to support colleagues to gain qualifications in Mental Health Advocacy, with 24 qualified Mental Health First Aiders and a further 23 colleagues achieving the level 2 advocacy award and 18 set to undertake this award in early 2024.



## Leadership Development

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Horder Healthcare has now supported 26 colleagues to undertake the 'Leadership Academy' – achieving their Level 2 Award in Team Leading, with a further 16 enrolled to start this qualification in early 2024.

Alongside this, we have been successful in achieving funding to support colleagues to undertake the Institute of Leadership and Management (ILM) level 3 award in October 2023, with a bid in to support a further cohort in 2024 should the funding bid be successful.

Our own bespoke leadership development programme, Elevate, remains at the heart of our leaders' personal and professional development, with the next cohort of leaders embarking on this journey in October 2023.

## Horder Training Centre

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Horder Healthcare is unique to other healthcare employers, as within its walls it hosts its very own formal training centre, accredited by City and Guilds. Through this centre, staff are able to access a wealth of clinical development opportunities, covering levels 1 – 4 and including perioperative routes as well as health care pathways. We are working hard to expand this offering into non-clinical routes, increasing its impact both within the organisation and outside its walls too.



// The whole experience, from walking through to reception to departing approx two days and four hours later for my hip replacement could not have been better. Every single member of staff who I came across, medical or otherwise, all seemed interested in my procedure, recovery and general well-being. I could not recommend The Horder Centre highly enough. Quite superb. //



# SUPPORTING CLINICIANS OF THE FUTURE

**At the heart of our mission is a strong commitment to advancing health. As a testament to our dedication, we also play a vital role in shaping the future of healthcare by providing essential education and training to the next generation of clinicians.**

## **The Horder Healthcare Gallannaugh Bursary**

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Horder Healthcare is proudly committed to assisting the next generation of orthopaedic specialists. The Horder Healthcare Gallannaugh Bursary was established in 2018 and is awarded to support trainees in orthopaedic higher specialist training.

In 2023, three bursary applications were awarded to three trainee orthopaedic surgeons, all of whom have been successful in securing fellowships in Australia. The bursaries will support the trainee orthopaedic surgeons in gaining experience in upper limb surgery and trauma; hand and wrist surgery; and hip and knee surgery including robotic assisted arthroplasty.

## **Developing a strong clinical workforce**

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As we continue to grow and expand as a healthcare provider, we are delighted to have welcomed 18 international nurses to The Horder Centre and The McIndoe Centre this year.

Joining us from Manila, Saudi Arabia, Cauayan, and Fujairah, we are excited to welcome them to our Theatre and Ward teams, where they all play a key part in helping us to continue to develop our strong clinical workforce, as well as provide first class service to all of our patients.

# SUPPORTING OUR COMMUNITY

**Our commitment to advancing health extends beyond traditional boundaries, as we actively engage in promoting wellness within our local community. Furthermore, we prioritise environmental responsibility by minimizing our impact.**

## Environmental Impact Assessment

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The annual Energy and Carbon Reporting Summary reported that in the past year we have managed to lower our gas consumption by 50% and our consumption of electricity by 11% across the estate in the same period.

Our most recent Display Energy Certificates have shown that from November 2020 until December 2022 Horder Healthcare has reduced its CO2 emissions by 165 tonnes for The McIndoe Centre and 240 tonnes for The Horder Centre for electricity output. For natural gas we have saved 133 tonnes for The Horder Centre and 122 tonnes for The McIndoe Centre. This has largely been achieved by work we have completed across sites to improve energy efficiency via the Building Management Systems.

## Award-winning Patient Food

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We are delighted to have achieved a Food for Life Served Here Bronze Award 2023\* for once again demonstrating our commitment to climate, nature, and health, by focusing on food that is fresh, local and sustainable.

We remain resolute in our mission to make a meaningful difference through the transformative power of food. Here are just a few examples of the food standards we follow:

- 98% of our dishes are freshly prepared
- 100% of our meat is from farms which satisfy UK animal welfare standards (Red Tractor and RSPCA approved)
- We only use fish from Marine Stewardship Council that are certified as sustainable and caught using sustainable fishing practices
- All of our eggs are from free range hens
- We don't use any undesirable additives or artificial trans fats or genetically modified ingredients
- Our menus are seasonal
- All suppliers have been verified to ensure they apply appropriate food safety standards

\* Food for Life Served Here Bronze Award 2023 is not applicable to the coffee shop.





# A STATEMENT FROM OUR PRESIDENT

Charles Gallannaugh MS FRCS  
President, Horder Healthcare. 2023

At a time when many people concede that the NHS is in dire need of radical reform, it is perhaps useful to review the thoughts of the man who introduced it in 1948, Aneurin Bevan. In the only book he wrote, *In Place of Fear*, a chapter with the title 'A Free Health Service' outlines his thoughts on state-funded health care. In it, what he calls the collective principle "asserts that the resources of medical skill and the apparatus of healing shall be placed at the disposal of the patient, without charge, when he or she needs them...". He describes why he thought this system should be funded through general taxation rather than by other means, possibly one of his biggest mistakes, and gives a warning that "The British Health Service – has now become a part of the texture of our national life. No political party would survive that tried to destroy it".

Unfortunately, this last sentence has been taken so literally that any attempt to update the system to take account of the enormous changes in medical care which have evolved over the last 75 years, are constantly misrepresented in popular parlance as attempts to destroy the service by "privatisation", a process which no politician of any persuasion has advocated.

Sadly today the "resources of medical skill and the apparatus of healing" are no longer available to patients within a time frame which they require and expect. Around 7.5 million people wait for elective care, many for a very long time and the rising cost of providing the service from general taxation has overtaken the ability of the taxpayer to provide it.

The world has moved on from Bevan's day but the principle of a health service, free at the point of delivery to all who need it, remains its bedrock. Change must come whether it be the way the service is paid for, the way in which it is managed or the way in which new technology is introduced to replace old established but outdated methods of practice.

From the patient's point of view how their care is provided is of concern only in the sense that the service is expeditious and of good quality when it is needed. At present, the NHS is struggling to provide this but those who work at Horder Healthcare can be proud that their hard work is helping to provide high-quality health care within a time frame which patients in need require.



# IMPACT REPORT

# 2023

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## The McIndoe Centre

East Grinstead



## The Horder Centre

Crowborough



## Horder Healthcare Eastbourne

Eastbourne



## Horder Healthcare Seaford

Seaford



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## **HORDER**HEALTHCARE

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