



IMPACT REPORT 2024

HORDERHEALTHCARE

EXCELLENCE IN CARE

Horder Healthcare is a leading independent healthcare provider in the UK, committed to delivering outstanding care that improves patients' lives. Our charitable mission - to advance health and provide relief to those suffering from ill health - is deeply rooted in a patient-centred approach, ensuring that every aspect of care revolves around the individual's needs, goals, and wellbeing.

Our facilities serve as centres of excellence, providing a range of specialised services to NHS and private patients. Through our hospital sites and outreach centres, we strive to make healthcare accessible and impactful.



The Horder Centre
rated as
4.9 out of 5*

The McIndoe Centre
rated as
4.9 out of 5*

* As of October 2024



The Horder Centre (THC)

The Horder Centre is a specialist orthopaedic hospital, renowned for its expertise in the diagnosis, treatment, and rehabilitation of musculoskeletal conditions. Nestled in the heart of Ashdown Forest in Crowborough, East Sussex, the hospital has a world-class reputation for its surgical expertise, patient satisfaction, and therapeutic hospital environment, as shown by its 'outstanding' CQC rating.

The McIndoe Centre (TMC)

The McIndoe Centre, often referred to as the 'Home of Plastics', has historical roots as a burns unit for injured servicemen during WWII. Today, the hospital is renowned for its surgical expertise in plastic, reconstructive, ophthalmic, maxillofacial, and hand surgery, as well as its women's health service. Rated "Good" by the CQC, TMC is dedicated to providing safe, high-quality care that achieves life-changing results.

Convenient access for local communities

Horder Healthcare's outreach centres in Seaford and Eastbourne, and a new clinic in Brighton, extends our reach and care beyond the hospital walls. Whether it's initial assessments, ongoing treatment, or rehabilitation, these clinics play a crucial role in ensuring continuity of care and support for our patients throughout their healthcare journey.

The Horder Centre carries out more hip and knee replacements than any other independent hospital in the UK. Hip & Knee registry.¹



The Horder Centre has been recognised as a gold level National Joint Registry (NJR) Quality Data Provider for its commitment to patient safety and high-quality standards in joint replacement surgery.³

 **Quality Data
Provider Award 2024**



**CERTIFICATION FOR DATA
SUBMISSION & QUALITY**



The McIndoe Centre performs more breast reconstruction surgeries than any other independent UK hospital outside London.²



Horder Healthcare earned the prestigious Certificate of Excellence from Doctify, highlighting our commitment to exceptional patient care across our sites through trusted, anonymous feedback.⁴

1. Private Healthcare Information Network (PHIN) 1 April 2023 – 31 March 2024. 2. Private Healthcare Information Network (PHIN) 1 April 2023 – 31 March 2024. 3. November 2024. 4. September 2024.

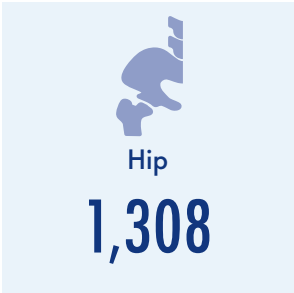
OUR IMPACT IN NUMBERS

Inpatient and outpatient procedures
Oct 2023-Sept 2024

Horder Healthcare provides exceptional care and a broad range of specialised services to meet diverse healthcare needs.

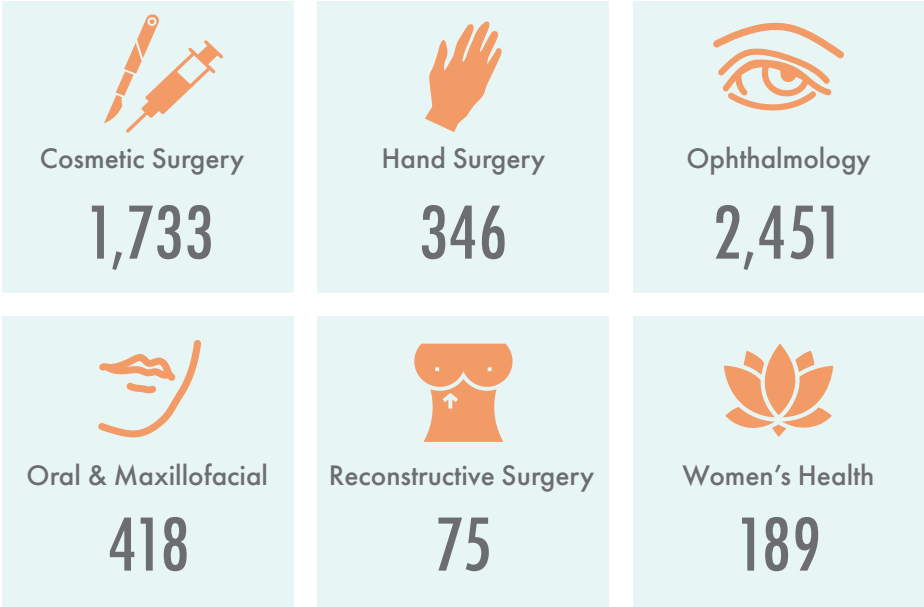
The Horder Centre

HORDER HEALTHCARE

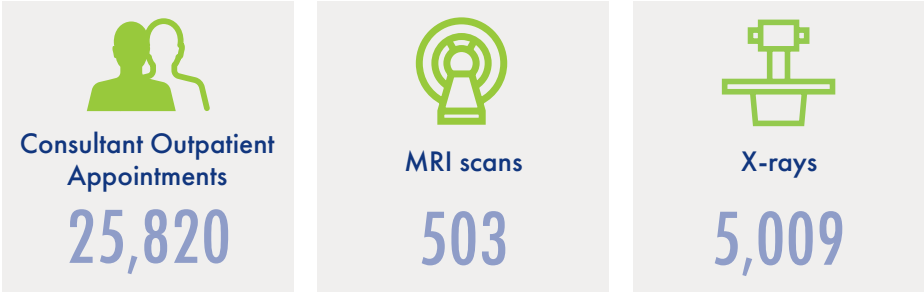


The McIndoe Centre

HORDER HEALTHCARE



Across sites





// The care I received from my consultant, doctors, nurses, catering, cleaning and admin staff at The McIndoe Centre was excellent. I am very grateful and I trusted them at every stage throughout my procedure. I would not hesitate to return in the future if the necessity arises and I certainly recommend the hospital. Second to none. //

Patient Review, Doctify July 2024

A Commitment to Excellence: Progress and Innovation at Horder Healthcare

Richard Tyler, CEO

It gives me great pleasure to introduce the 2024 Impact Report.

The pressure on health services has never been greater. The news is full of stories of ever longer waiting lists and poorer outcomes. The new government has set challenging targets for the return to 18-week maximum waiting times and wants to see a much greater focus on early intervention and patient involvement.

At Horder Healthcare, we are ready to play our part. We are already one of the busiest hip and knee placement centres in the UK, and we perform more breast reconstruction surgeries than any other independent UK hospital outside of London. We helped pioneer the principles of getting it right first time (GIRFT), that are now being adopted nationally by the NHS and are seen as a core element in both reducing waiting times and increasing the outcomes for elective surgical patients. In this report, you will read of our success in reducing the length of stay for knee replacement patients, with over 20% being successfully discharged after two nights.

We also recognise the importance of early intervention. Our community physiotherapy service provides early support and intervention for patients suffering from musculo-skeletal issues, leading to improved quality of life, and reducing the need for surgical interventions. We have also expanded our women's health service, introducing a bespoke Women's Health Check, with an increased focus on preventative care and early detection.

Early intervention is linked to ease of access which, in turn, is linked to health inequalities. At Horder Healthcare, we have long



recognised the importance of local access, running outreach clinics in Seaford and Eastbourne. We have recently opened a third clinic, Horder Healthcare Brighton, which complements our existing clinics and further widens our service coverage.

Alongside this, our community physiotherapists have taken part in a trial of collecting outcome data digitally, and this is being used to identify patients at risk of experiencing health inequalities.

Empowering patients is an essential part of improving access and early intervention, ideally leading to improved outcomes. This year we have strengthened our patient forums. These events give us the opportunity to hear directly from our patients and gain valuable insights into both the strengths of our services and areas for improvement.

All of these initiatives are underpinned by our outstanding staff. In the report you will find details of a range of initiatives reflecting our commitment to develop and invest in staff across the whole organisation and this commitment is reflected in a low level of vacancies and increased levels of retention.

So, in this challenging environment, I am extremely proud of everything that we have done, and will continue to do, to ensure that our patients receive the best possible care at a time and a place that suits them, with a focus on their individual needs and in a manner of which we can be proud.

PATIENTS

Patient Forums

Patient forums are essential in creating a healthcare environment that truly centres on patient needs and experiences. By gathering direct feedback from patients, we can gain valuable insights into both the strengths of our services and areas for improvement.

In November 2023, a face-to-face patient forum was held at The Horder Centre. Patient highlights included pain being well managed, helpful prehab classes and group physio sessions for recovery, and clear communications. Areas of suggested improvement included advice on managing sleep, the addition of relaxation exercises, and updates to physiotherapy guidance.

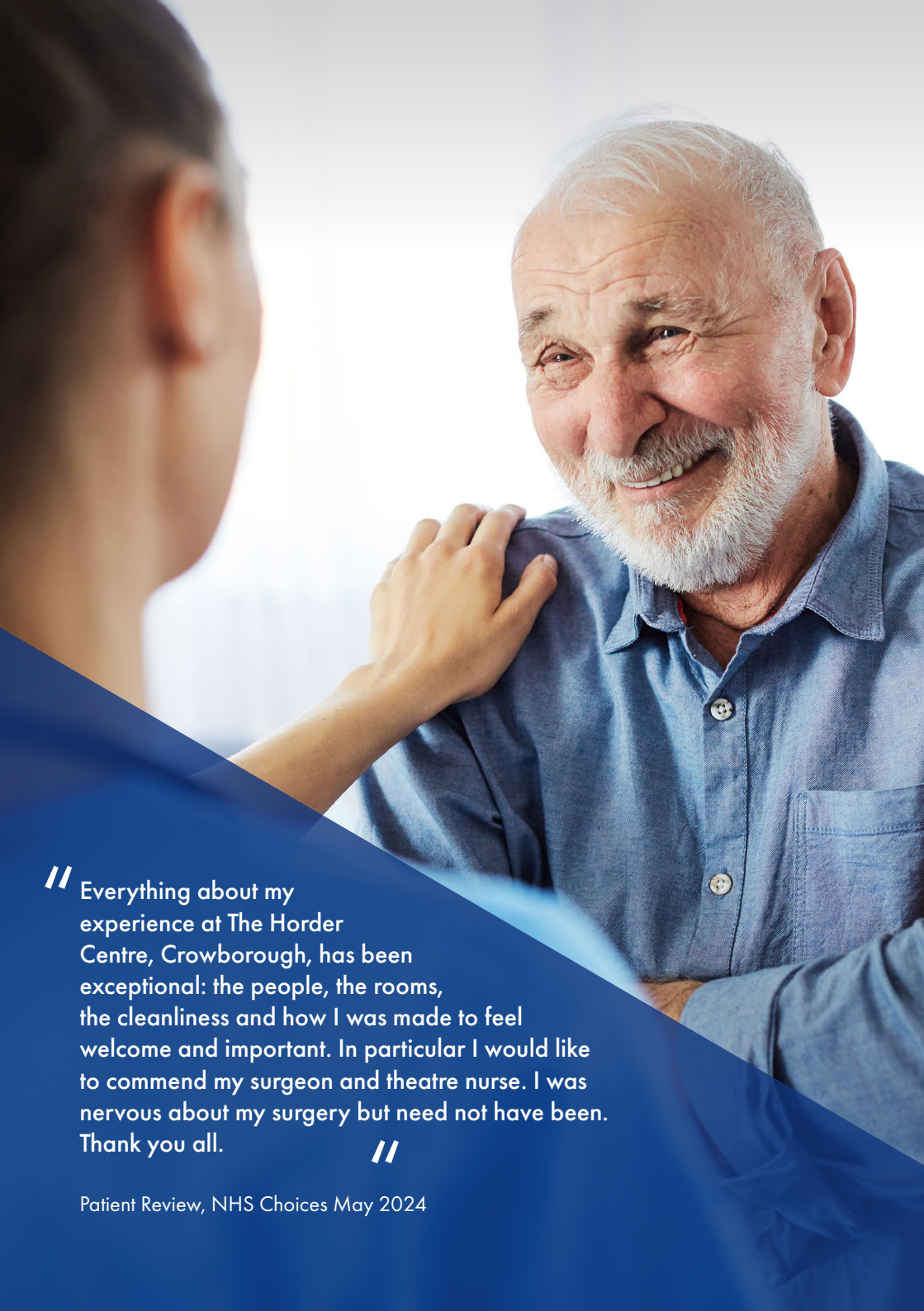
In February 2024, a virtual patient forum was held at The McIndoe Centre, opening with a series of You Said, We Did items, based on feedback from previous forums and patient feedback. Actions included increasing visitor hours, updating room facilities, and increasing

car park spaces. A discussion followed that demonstrated what had worked well for patients. 'Exceptional', 'personalised' and 'accommodative' care were key highlights. Areas of suggested improvement included clearer signage for the car park, expanding vegetarian food options, and streamlining the three way payment system.

We encourage patients and/or their relatives to become Patient Safety Partners to assist us with reviewing clinical incidents and risks at our quarterly patient experience meetings.

Patient Led Assessment of the Care Environment (PLACE)

Our annual audit took place on both hospital sites in September 2024. Although our overall scores are yet to be published, we are confident that the areas visited were of good standard and in particular our food options were rated highly.



// Everything about my experience at The Horder Centre, Crowborough, has been exceptional: the people, the rooms, the cleanliness and how I was made to feel welcome and important. In particular I would like to commend my surgeon and theatre nurse. I was nervous about my surgery but need not have been. Thank you all. //

Patient Review, NHS Choices May 2024

PATIENT FOCUS:

The Horder Centre

Reducing length of stay for knee replacement patients

Reducing hospital stays for knee replacement patients benefits both patient well-being and healthcare efficiency. Shorter stays align with enhanced recovery programs, known to improve patient experiences in lower limb surgery by promoting early mobility and quicker discharge, which aids recovery in a comfortable home setting. Shorter stays also lower the risk of hospital-associated complications, like infections and blood clots. Clinical outcomes improve as well, as shown in PROMs (Patient-Reported Outcome Measures) scores, reflecting higher patient satisfaction and effective recovery.

Our approach starts at pre-assessment, with a focus on educating patients, setting clear expectations, and planning for post-operative recovery. Addressing any concerns early helps us optimise patient readiness, supporting a faster, safer recovery. By minimising the length of the anaesthetic block, we support early mobilisation and reduce the need for catheterisation. Effective pain management is also a priority, with patients receiving guidance on handling their pain regime, allowing them to manage discomfort effectively at home. When pain is controlled,

the therapy team can progress patients sooner, enabling an earlier discharge. Prehabilitation classes further enhance strength and mobility, preparing patients for a smoother recovery.

From October 23 – September 24, 264 (21%) total knee replacement patients were discharged after two nights, as opposed to three nights, up from 151 patients (12.3%) from October 22 – September 23.

Introducing Horder Healthcare Brighton

In February, we were thrilled to announce the opening of our dedicated Brighton clinic, focusing on hip and knee-related conditions. Horder Healthcare Brighton is committed to improving musculoskeletal health and overall well-being through our world-class care. Led by Consultant Orthopaedic Surgeon Andrew Skyrme, and in collaboration with Medical Imaging Partnership (MIP), our mission is to help patients regain mobility, reduce pain, and improve their quality of life. Set within the Brighton Diagnostic and Treatment Centre at the AMEX Stadium, East Stand, the service is currently available every other Monday from 6-8pm for self-pay patients.





// The care and attention is second to none, can't fault it in any way. The aftercare is amazing too, and the physios at Seaford Horder really helped my recovery. //

Patient Review, Doctify June 2024

PATIENT FOCUS: The McIndoe Centre

Expanding Women's Health Service

With a maintained focus on preventive care and early detection, The McIndoe Centre expanded its Women's Health service by launching a bespoke Women's Health Check. Designed to assess and benchmark women's physical, mental and emotional wellbeing at every life stage, the Women's Health Check can provide insights into cholesterol, thyroid, and vitamin levels, as well as liver and kidney function, the risk of developing cardiovascular diseases, bowel cancer and much more. A consultation with a dedicated women's health GP, enables interim findings to be discussed and patients can share their health concerns. Results are presented in an easy-to-read report, with actionable lifestyle advice and recommendations for medical or emotional support. A follow-up telephone consultation can provide additional insights before planning any suggested next steps.

Introducing micropigmentation

In April, The McIndoe Centre launched its latest treatment, micropigmentation. From camouflaging scars to meticulously recreating 3D nipples and areola post-breast reconstruction surgery, treatments are tailored to restore confidence and enhance natural aesthetics. Precise techniques and custom-blended pigments are used to seamlessly match skin tones, depositing them into the dermal layers with a hand-held device. The state-of-the-art equipment ensures a refined, quiet, and gentle experience.

Excellence in microsurgical techniques

The McIndoe Centre's reconstructive surgeons collaborate with breast surgeons across the region to offer both immediate and delayed breast reconstructions, ensuring personalised care for every patient. An audit of outcomes from January 2020 to June 2024 revealed that the hospital performed 300 free flap breast reconstructions for 211 patients with an age range of 32-74. With a 99.7% free flap success rate, it exceeds the national average of 97.6%*.

* UK National Flap Registry Report 2019.

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.

Private PROMS

We continue to encourage all our private patients to complete PROMS and in September 2024, we moved to a digital platform which we hope will make it easier for patients to complete online or via their mobile phone.

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.

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: 98.35% from 1 April 2023 – 31 March 24.

In November 2024, The Horder Centre was recognised as a gold level National Joint Registry (NJR) Quality Data Provider for its commitment to patient safety and high-quality standards in joint replacement surgery.

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.



Patient Satisfaction Questionnaire (PSQ) data

99%

of inpatients and daycase patients at TMC and THC rated their experience as good or very good

99%

of inpatients and daycase patients at TMC and THC would be likely or very likely to recommend the hospital

July 2023 – June 2024

OUTPATIENT PHYSIOTHERAPY OUTCOMES

For many years, the outpatient musculoskeletal physiotherapy services has used two different Patient Rated Outcome Measures (PROMs); one that measures a patient's functional goals (PSFS) and another that allows comparisons across populations (EQ5D).

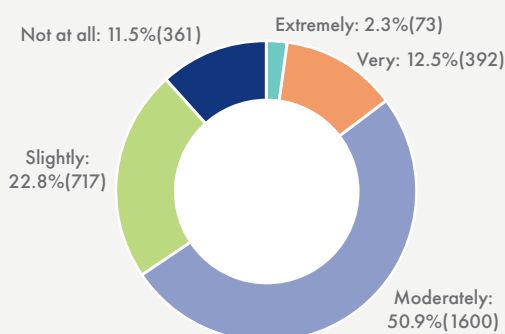
Since July 2022, we, alongside all of the other large Sussex physiotherapy providers, have been involved in a trial of collecting outcome data digitally by email link or SMS message. These outcome measures include: Pain, Graded Rate of Change; Net Promoter Score and a Health Confidence score as well as PSFS and EQ5D. Whilst reported collection rates have been lower using this new method, this has removed a bias previously caused by the scores being collected by the clinicians. No other region in the country is collecting

the same outcome measures across an entire county to robustly examine the benefits of services provided.

These results show that the benefits received from patients attending physiotherapy at Horder Healthcare are in line with the county average, with five out of 10 patients obtaining a significant improvement in their pain and function. This may seem a low number, but it is worth noting that many patients in the services go on to require surgery but need to complete a course of physiotherapy first. A great benefit of the service is helping people to understand their problems better, their health confidence, and how best to manage them with treatment (see below). There is also a strong correlation between the best outcomes and patients with high health confidence.

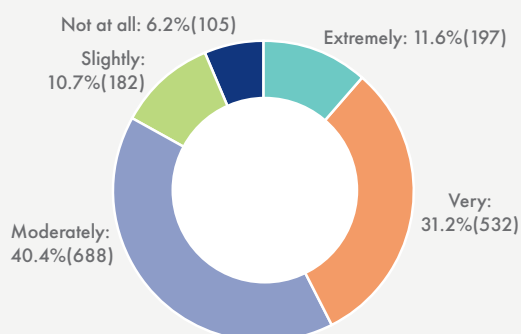
Health confidence at baseline

Health confidence this year



Health confidence at 12 weeks

Health confidence this year



The project has now expanded to assist with identifying patients at risk of experiencing health inequalities and helping to address this risk. This project was short-listed for a prestigious Health Services Journal innovation award and is testament to our commitment to improvement, transparency, and collaboration.

Patient Rated Experience Measures (PREMs)

The physiotherapy team repeated a patient survey in order to benchmark against the Chartered Society of Physiotherapy Quality Standards. Results were collected between March and April 2024 with a return rate of 93% compared to our previous response 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 at least 96% of patients responding positively in five of the Quality Standards and QS6 showing 82% (up from 73%) positive responses.

Classes

The impact of the COVID 19 Pandemic is finally waning. Since April 2023, we have been running the same number of weekly classes as pre-pandemic, with attendance rates gradually improving to such an extent that this year, we saw over 12,400 people attend our exercise and education classes, which is a 50% increase on the year before and the highest since 2019.

Improving attendance

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 followup appointments were not attended in this same time period was 9.2% but following the introduction of reminders, this has dropped to 4.4%. This innovation has seen a significant improvement in the rate of people attending their appointments.

Research

As previously reported, the NHS Research Delivery Network (South East) (formerly Kent, Surrey and Sussex Clinical Research Network) awarded Horder's Physiotherapy department 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 acumen within the team. This has culminated in us commencing recruitment of patients to a large multi-centred study of the benefits of a prognostic tool for patients with shoulder pain. It is hoped that this research will significantly improve the outcome for all patients experiencing shoulder pain. This is only the second time in its history that Horder Healthcare has been involved in a formal research study.

PEOPLE



Investing in talent

Horder Healthcare is excited to announce that we have supported Connor Fitzpatrick through his IT Support Technician apprenticeship, leading to his full-time position as a Junior IT Operations Engineer.

Clinically, we are delighted to celebrate our second Trainee Nurse Associate, Rachel Foulkes, who has completed her qualifications and received her PIN number from the Nursing and Midwifery Council. She will be taking on a new role within Horder Healthcare as a Nurse Associate in both the DSU and Dufferin departments. We are also continuing to support our first-ever Operating Department Practitioner Apprentice, who commenced their studies in September 2023.

In addition, the apprenticeship levy continues to facilitate opportunities for colleagues in Organisational Development.

Empowering growth

Horder Healthcare continues to offer in-house development courses to support and encourage all colleagues in exploring their personal and professional growth. The Ascend programme has seen 78 colleagues graduate this past year and will return in early 2025, hosting several cohorts aimed at achieving success.

Through funded pathways, 14 staff members have successfully completed a Level 2 Mental Health Advocacy course, equipping them to support and guide colleagues who may be in need. We have also successfully completed the Equality, Diversity and Inclusion (EDI) Level 2 course for five colleagues and opened workshops for all staff members, focusing on the legal and moral navigation of EDI practices within the workplace.

Additionally, we will be delivering on-site Mental Health First Aid courses for 30 new staff members who wish to provide support for their colleagues.

Building future leaders

Through funded pathways, Horder Healthcare has supported 33 colleagues in successfully completing the Leadership and Management (ILM) Level 3 award since October 2023. We have secured full funding for this course until the end of the year.

Additionally, Horder Healthcare has assisted 10 colleagues in undertaking the 'Leadership Academy,' where they achieved their Level 2 Award in Team Leading.

We have also successfully secured funding to deliver a Level 2 Customer Service course for Health and Social Care, set to commence in 2025.

Horder Training Centre

Horder Healthcare stands out from other healthcare employers by housing its own formal training centre, accredited by City and Guilds. This centre provides staff with a wide range of clinical development opportunities, spanning levels 1 to 4, including perioperative routes and various healthcare pathways.

With the recent opening of the Ashdown training room at The Gate House, we now have a private teaching facility that can accommodate both internal and external training sessions, ranging from classroom setups to a resuscitation training suite. This facility will serve not only the Horder community but also the wider community. We are hopeful that it will generate an income stream from 2025, further enhancing our commitment to expanding educational offerings and their impact both within the organisation and beyond.

OUR GUIDING PRINCIPLES

At Horder Healthcare, our culture is underpinned by five simple yet powerful values that guide how we work, treat one another, and engage with our patients: Caring, Friendly, Quality, Integrity, Pride. These values are central to our commitment to advancing health, and they reflect our crucial role in shaping the future of healthcare by providing essential education and training to the next generation of clinicians.

Horder Healthcare achieves carer friendly status

We are so proud to have been awarded a Carer Friendly Award, which grants us carer friendly status across our sites. Carers give so much of themselves, and we believe it's crucial to ensure they feel seen, supported, and valued.

Together with MSK Sussex Partnership East, we have worked to support the carers in our community, both through our work and within our own teams. We are grateful for Care For Carers charity for awarding us this recognition and to Nusrat Ghani, MP for Sussex Weald, who presented us with the award in September 2024.

We look forward to continuing this collaboration and making a positive difference in the lives of carers and their families.



// Without doubt the best hospital experience I have had in my 80 years. //

The McIndoe Centre
Patient Survey Questionnaire

DRIVING SUSTAINABILITY

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 minimising our impact.

Carbon reduction

The latest annual Greenhouse Gas Reporting Summary reveals a 35% reduction in carbon emissions across our estates since the 2020 financial year. This year-on-year improvement reflects our commitment to enhancing energy efficiency across all sites, a key factor in this significant decrease.

In addition, we are collaborating with a local sustainability group to explore and protect biodiversity on our grounds. This partnership has led to the discovery of 85 different plant species on our estates, and we have initiated conservation efforts to preserve and support this natural diversity.

Our ongoing efforts underscore our dedication to reducing our environmental footprint and promoting sustainability across our operations.

Our commitment to sustainable, fresh, and ethical food practices

We are delighted to be committed 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 traceable and sourced from local suppliers which satisfy UK animal welfare standards
- Our fish supplier only catches fish from the sustainable list as part of their environmental efforts
- All of our eggs are from free range hens
- Our menus are seasonal
- All suppliers have been verified to ensure they apply appropriate food safety standards



A STATEMENT FROM OUR PRESIDENT

Charles Gallannaugh MS FRCS
President, Horder Healthcare

Today at a time when discussion on the state of the nation's health is so often prefaced by doom and gloom, such as "the NHS is broken" or the "NHS is in serious trouble", it is pleasing to find a glint of sunshine in deepest Sussex where Horder Healthcare recently received a Carer Friendly Award presented by our MP Nus Ghani on behalf of a local charity, Care for the Carers.

Those of us who can remember the NHS as it was in the 1960s and 1970s, recall times when it was possible to send patients from hospital to a convalescent home or small local hospital, where they were looked after by their own GP and caring staff, before returning home. As a consultant surgeon over forty years ago, I accompanied the local doctor on a weekly ward round of these patients to provide advice before they left for home. The closure of many of these establishments over the years has placed an ever-increasing burden on the large hospitals, caused by delayed discharges, at the time when the number of beds in them has been reduced and the waiting list for treatment has soared.

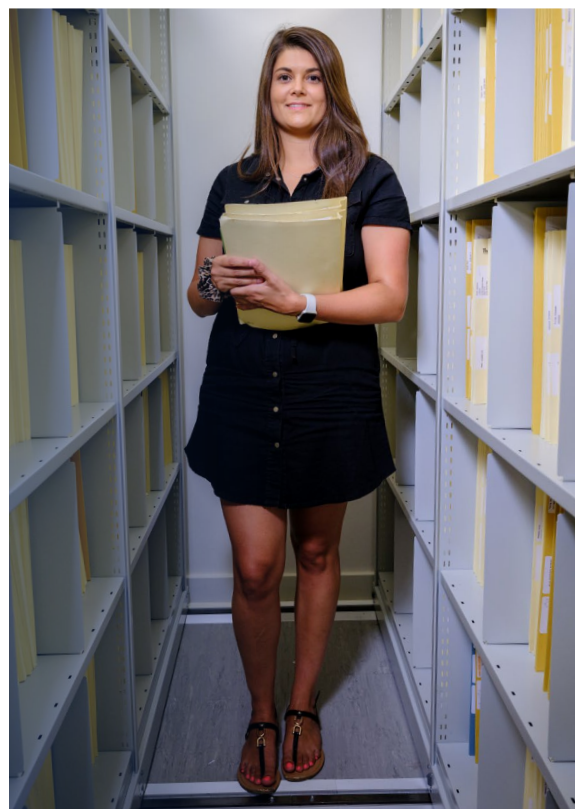
The problem of blocked beds is now a serious concern in most major hospitals, particularly at times of great pressure, when beds need to be cleared to admit the next patient from the waiting list or Accident and Emergency Department. The Royal College of Surgeons of England in its response to the recent Darzi report on the NHS described this as producing "--- a working environment which does not



support staff to work at their best".

Jennifer Twist, the Chief Executive of Care for the Carers, is quoted as saying "The Carer Friendly Scheme recognises places where carers feel supported to look after their family or friends and are recognised as individuals with needs of their own". It is particularly important for a carer, be they professional or lay, to know who to call for advice if a problem arises. Often medical matters are not explained clearly, particularly to lay persons, to whom the jargon used by professionals is incomprehensible. If a little time is spent by a doctor, nurse or physiotherapist to explain things clearly, it can be so helpful to an anxious carer who is looking after a person with complex needs. It also enhances the reputation of the professional and is likely to reduce the incidence of tiresome medico-legal conflict later. Too often an excuse is made that time is too short for all that and one hears the plaintive cry from patients, "no one explained anything before I went home".

It is good to know that at Horder time is not too short to dispense a little human kindness to each other and to anxious patients and their carers in the course of work. Every member of our staff can take credit for the award of the Carer Friendly Award accolade.



IMPACT REPORT

2024

The McIndoe Centre

East Grinstead



The Horder Centre

Crowborough



Horder Healthcare Brighton

Brighton



Horder Healthcare Eastbourne

Eastbourne



Horder Healthcare Seaford

Seaford



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