



# IMPACT REPORT 2025

**HORDER**HEALTHCARE

# SHAPING A HEALTHIER FUTURE

Horder Healthcare is a leading independent healthcare provider in the UK, dedicated to delivering exceptional care that enhances the lives of patients. Our charitable mission - to advance health and provide relief to those suffering from ill health - is firmly grounded in a patient-centred approach, ensuring that every decision, treatment, and service prioritises the individual's needs, goals, and wellbeing.

Our hospitals and outreach centres are recognised as centres of excellence, offering a comprehensive range of specialised services to both NHS and private patients.

In 2025, our focus has remained on combining clinical expertise, innovative treatments, and compassionate care to achieve measurable improvements in patient outcomes.



Rated Outstanding

**The Horder Centre  
rated as**

**4.9 out of 5\***

**The McIndoe Centre  
rated as**

**4.9 out of 5\***

\*As of October 2025





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

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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)**

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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.

## **Continuity of Care in the Community**

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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 orthopaedic patients throughout their healthcare journey.

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



The McIndoe Centre does more cosmetic surgery treatments than any other independent hospital in the UK.<sup>2</sup>

Horder Healthcare was awarded the Gold Accreditation for Aseptic Non Touch Technique (ANTT®), a prestigious recognition of our commitment to the highest standards of infection prevention and patient care.<sup>3</sup>



The Horder Centre was named as a gold-level National Joint Registry (NJR) Quality Data Provider after successfully completing a national data quality audit programme for the hospital.<sup>4</sup>

1. Private Healthcare Information Network (PHIN) April 2024– March 2025. 2. Private Healthcare Information Network (PHIN) April 2024– March 2025. 3. April 2025. 4. December 2024.

# OUR IMPACT IN NUMBERS

Oct 2024–Sept 2025

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

## The Horder Centre HORDER HEALTHCARE



Hip

1,311



Knee

1,824



Spine

391



Foot and Ankle

263



Hand and Wrist

182



Shoulder and Elbow

201



Physiotherapy

32,744

# The McIndoe Centre

HORDER HEALTHCARE



Cosmetic Surgery

2,219



Hand Surgery

329



Ophthalmology

2,012



Oral & Maxillofacial

113



Reconstructive Surgery

76



Women's Health

154

## Across sites



Consultant Outpatient  
Appointments

25,194



MRI scans

494



X-rays

4,770



// All the teams at The Horder Centre, the consultant, anaesthetist, nurses, physios, meal attendants, cleaning staff, I cannot rate highly enough. The care given to me was 1st class. //

Patient Review, Doctify June 2025

# Shaping a Healthier Future Through Excellence, Innovation, and Care

Elin Richardson, CEO

As I step into the role of Chief Executive, it gives me great pleasure to introduce Horder Healthcare's 2025 Impact Report. I am proud to lead an organisation with a strong reputation for clinical excellence and compassionate care. Taking up the role at a time of significant change in the healthcare landscape, I am acutely aware of the challenges and opportunities that lie ahead, not only for our organisation but for the sector as a whole.

Across the UK, healthcare systems are under unprecedented pressure. At the time of writing, NHS waiting lists have exceeded 7.5 million patients, with many waiting months for elective procedures. Workforce shortages, rising demand from an ageing population, and increasing complexity of care only add to our challenge. At the same time, there is a growing emphasis on prevention, digital transformation, and patient choice. Independent providers like Horder Healthcare play a vital role in alleviating these pressures, delivering high-quality elective care and supporting the NHS in reducing backlogs. This partnership is more important than ever as the government's reform agenda seeks to shift care from hospital to community, embrace digital solutions, and prioritise efficiency and sustainability.

Alongside our NHS work, we continue to provide a comprehensive range of services for private patients, offering rapid access to consultations, diagnostics, and treatment across orthopaedics, plastic and reconstructive surgery, ophthalmology, and women's health. These services not only give patients choice and convenience but also help reduce pressure on the wider system by ensuring timely care for those who need it.



## Our Achievements in 2025

Despite these challenges, Horder Healthcare has continued to excel. The Horder Centre remains the UK's leading independent hospital for hip and knee replacements, while The McIndoe Centre leads in cosmetic and reconstructive surgery.

We introduced Arthrosamid® injections for knee osteoarthritis, expanded women's health services, and achieved Gold Accreditation for ANTT® and NJR Gold Data Quality status, clear markers of our commitment to safety and excellence.

Patient satisfaction is outstanding, with 99.5% rating their experience as good or very good, and the same proportion likely to recommend us.

## Sustainability and People

We achieved a 41% reduction in carbon emissions, installed solar panels, and advanced sustainable food and waste practices, key steps toward our Net Zero goal.

Our people remain central to our success, and we have invested heavily in training, wellbeing, and career development, earning the Silver Wellbeing at Work Award.

Looking forward, my priority is to build on these achievements while navigating the wider healthcare challenges. We will continue to innovate, strengthen partnerships, and ensure that every patient receives exceptional care. Together, we are shaping a healthier future, one that is sustainable, patient-focused, and resilient.



// I cannot praise or recommend  
The McIndoe Centre enough. So glad  
I chose to have my surgery here. I feel so  
well looked after from my first consultation  
through to such thorough aftercare. //

Patient Review, Doctify November 2024

# PATIENTS

## Patient Forums

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Patient forum sessions are valuable to us as they provide a platform to amplify the patient voice. They enable meaningful feedback, support transparency and trust with our patients and the wider community, and offer a space for patients and families to share their experiences and suggest improvements. Ultimately, these sessions help us deliver more patient-centred, responsive, and effective healthcare.

Over the past year, several patient forum sessions were held across Horder Healthcare. The most recent session at The Horder Centre took place in person on 9<sup>th</sup> July 2025. Attendees shared a notable amount of positive feedback, particularly highlighting the outstanding care provided and the efficiency and effectiveness of the clinical pathway. Areas for improvement were also identified, including enhancements to the newly launched digital pre-assessment system and consideration of virtual post-operative clinical follow-ups.

On 23<sup>rd</sup> September 2025, The McIndoe Centre hosted a virtual patient forum session. As with The Horder Centre, there was a great deal of positive feedback, particularly regarding the high standard of care and clinical expertise, which helped patients

feel safe and well-supported. Attendees were informed of improvements made over the past year, many of which had stemmed from previous patient feedback. One area highlighted for further improvement was the variety of food options. This aligned with an update shared during the session, confirming that the patient menu had been enhanced earlier in September in direct response to such feedback.

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)

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Our annual audit was carried out across both hospital sites in September 2025. We fully embrace this audit process as an essential part of our commitment to continuous improvement and high-quality patient care. Historically, we have performed well in these assessments, and while the final scores for this year are still pending, initial feedback suggests that the areas reviewed were of a good standard. Notably, our food services were highlighted positively, reflecting the recent enhancements made in response to patient feedback.



// Fantastic hospital, absolutely 5 star. I really cannot fault this hospital. Without exception, the care, the efficiency and kindness shown is quite remarkable. My surgeon has been so incredibly kind and thoughtful, pandering to my worries about my operation. This is the most amazing hospital and I would thoroughly recommend it even if it means travelling a huge distance to get there. //

Patient Review, NHS Choices May 2025

# PATIENT FOCUS:

## The Horder Centre

### Innovative Treatment for Knee Osteoarthritis

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This year, The Horder Centre introduced Arthrosamid® injections, a groundbreaking non-surgical treatment option for patients living with knee osteoarthritis. Arthrosamid® uses a unique hydrogel formulation designed to provide long-lasting pain relief and improve joint function, offering patients an alternative to more invasive surgical procedures.

The treatment officially commenced in the Outpatients department on 14 January 2025, marking an important milestone in expanding our non-surgical treatment portfolio. Currently, four of our highly experienced Orthopaedic Consultants are certified and approved by Contura, the supplier of Arthrosamid®, to deliver this innovative injection therapy.

By introducing Arthrosamid®, The Horder Centre reinforces its commitment to clinical excellence, patient choice, and cutting-edge care, ensuring patients have access to the latest advancements in orthopaedic treatment.

### Gold Standard in Data Quality

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The Horder Centre was named as a gold-level National Joint Registry (NJR) Quality Data Provider after successfully completing a national data quality audit programme for the hospital.

The NJR monitors the performance of hip, knee, ankle, elbow and shoulder joint replacement procedures to support work to improve the clinical outcomes for the benefit of patients, but also to provide feedback on surgical performance to orthopaedic clinicians and joint replacement implant manufacturers.

The registry collects high quality orthopaedic data in order to support patient safety, standards in quality of care, and overall value in joint replacement surgery.

The 'NJR Quality Data Provider' certificate scheme was introduced to offer hospitals a blueprint for reaching high quality standards relating to patient safety and to reward those who have met the registry's high targets in the achievement of the quality of the data collected.

The NJR Data Quality Audit compares the number of joint replacement procedures submitted to the registry to the number carried out and recorded in the local hospital Patient Administration System. The audit ensures that the NJR is collecting and reporting upon the most complete, accurate data possible across all hospitals performing joint replacement operations, including The Horder Centre.



// I can highly recommend The McIndoe Centre. I was made to feel truly valued and respected throughout my journey from my first encounter through to follow up. The staff were all friendly and courteous, the care I received was second to none and the food was delicious! I would recommend to anyone considering treatment here. //

Patient Review, Doctify June 2025

# PATIENT FOCUS:

## The McIndoe Centre

### Shaping the Future of Women's Health

**At The McIndoe Centre, we believe prevention is as vital as treatment. Early detection not only saves lives but also gives patients peace of mind and control over their health. In 2025, we expanded our services with a stronger focus on accessible, patient-centred screenings.**

#### Introducing Cervical Screening

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We understand that booking a smear test can sometimes feel daunting or easy to delay, but cervical screening can save lives by detecting changes early. Our new service is designed around comfort, reassurance, and accessibility, giving women the confidence and support they need to prioritise their health.

#### Bowel Cancer Screening Kits Online

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We're always looking for ways to make healthcare more accessible and convenient for our patients. That's why we're pleased to offer our Faecal Immunochemical Tests (FIT) for online purchase, allowing patients to take proactive steps from home with ease and privacy.

#### Expanding Women's Health Portfolio

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Every woman's journey is unique, and healthcare should reflect that. This year, we unveiled six brand-new healthcare products designed specifically for women, available at flexible times to suit busy lifestyles:

- Bowel Cancer Screen
- Breast Check Clinic
- Annual Health Review
- Cholesterol and Diabetes Test
- Immunity Profile
- Complete Blood Test

Patients can select the test most relevant to their needs or combine them into a tailored package.

# CLINICAL EFFECTIVENESS AND QUALITY OUTCOMES

**Patient Reported Outcome Measures (PROMs) assess a patient's health status or health-related quality of life from the patient's perspective. Data is collected only after patients have provided consent. In September 2024, we transitioned to a digital system for collecting PROMs data. This system is now fully embedded within our processes and is expected to enhance data accuracy and completeness. Additionally, it supports more effective benchmarking and analysis, enabling us to better track outcomes and drive continuous improvement.**

## NHS Orthopaedic PROMS

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For elective inpatient surgeries, such as hip and knee replacements, patients are asked to complete questionnaires before their operation and again six months post-surgery. These questionnaires help evaluate changes in key areas such as pain, stiffness, mobility, and ability to carry out daily activities. A lower score indicates a greater negative impact on daily life. The most commonly used tool is the Oxford Hip/Knee Score, which focuses specifically on pain levels and reduced mobility.

The latest NHS PROMs data for 2023/24 shows that The Horder Centre continues to be a positive outlier, with over 95% of patients reporting significant health gains following hip surgery. While outcomes for knee surgery did not place the Centre as a positive outlier, the adjusted health gains remain above the national average, indicating strong performance in this area as well.

## Private PROMS

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We continue to encourage all our private patients to complete PROMS and uptake has been noted to improve within the last year. Findings, albeit still limited, provide invaluable understanding on the impact of procedures from the patients' perspective.

## National Joint Registry (NJR)

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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.

In 2024 The Horder Centre was presented with an NJR Quality Data Provider Data Gold award, a recognition that the organisation meets very high standards in reporting orthopaedic data that helps improve outcomes for patients and monitor implant performance.

## 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 since 2015. The status shows demonstrated excellence in the prevention, assessment and management of VTE events.

## ANTT Gold Accreditation

Horder Healthcare was awarded the ANTT Gold Accreditation in February 2025 indicating that the organisation has reached a high standard in aseptic non touch practice, helping prevent hospital associated infections.



## Patient Satisfaction Questionnaire (PSQ) data

**99.5%**

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

**99.5%**

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

October 2024 – September 2025

# OUTPATIENT PHYSIOTHERAPY OUTCOMES

Horder Healthcare has always had a culture of seeking to demonstrate the benefits of our treatment interventions, including in the Outpatient Physiotherapy service.

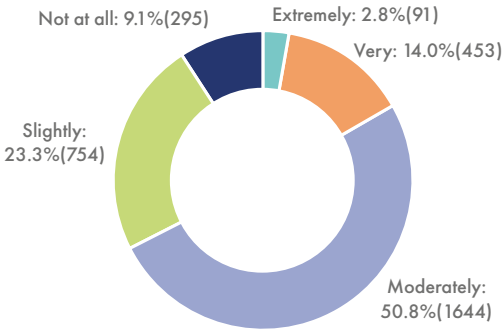
Since July 2022, Horder Healthcare, alongside all the large Sussex physiotherapy providers, has been collecting outcome measures digitally by email link or SMS message. These outcome measures include: Pain, Function, Graded Rate of Change; Net Promoter Score and Health Confidence. Although collection rates using these digital methods have been lower, the previous bias caused by the scores being collected by the clinicians has been removed. No other region in the country is collecting outcome measures across an entire county to robustly examine the benefits of services provided.

The results in the last year show an improvement on the previous year's results, where now 6 out of 10 patients report a significant improvement in their function and pain following a course of Physiotherapy, up from 5 last year, which remains the county average. 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 deeper look into the results showed a strong correlation between the outcome of treatment and improved Health Confidence, so a great deal of effort has been placed on educating patients on their problem. The pictures below indicate the change in patient Health Confidence from their baseline to 12 weeks after starting treatment.

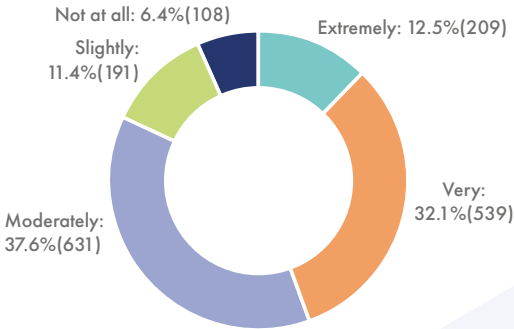
## Health confidence at baseline

Health confidence last 365 days



## Health confidence at 12 weeks

Health confidence last 365 days



## Patient Rated Experience Measures (PREMs)

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The physiotherapy team repeated a patient survey in order to benchmark against the Chartered Society of Physiotherapy Quality Standards. Results were collected between December 2024 and February 2025 with a return rate of 67% compared to our previous response rate of 93%. 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 in all categories, with over 96% of patients responding positively in five of the Quality Standards, with an even greater proportion of them responding with "Definitely" or "Very Good".

## Improving attendance

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Ongoing auditing of the number of patients who fail to attend their appointments is undertaken. As a result, in February 2023, it was agreed that SMS/text reminders be implemented to remind patients to attend 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%. In the 12 months

following the introduction of text reminders, this rate reduced to 4.2% which has dropped even further to 3.9% in the subsequent 12 month period. The rate that followup appointments were not attended in this same time period was 9.2% but following the introduction of reminders, this dropped to 4.4% and even further to 4.2% since February 2024.

## Increasing Class Participation

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The last year has seen a 15.5% increase in the number of people attending therapy or exercise classes across Horder Healthcare over the year before. In 2024/25, we saw 14,324 people attend our classes, an increase of almost 2,000 attendances on the previous year.

## 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 eventually undertaking our own formal research. To assist with achieving this strategy, negotiations with the NHS Research Delivery Network (South East) (formerly 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 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 (PANDA-S). 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. Several further studies to be involved with are currently being discussed.

# PEOPLE

The Horder Healthcare Training Centre, accredited by City & Guilds London, promotes lifelong learning across clinical and non-clinical departments through inspirational teaching and assessment. By creating a calm and supportive environment, it equips colleagues with the skills and knowledge needed to deliver excellent standards of care.



## Investing in Surgical Education and Career Development

Horder Healthcare is excited to support three theatre practitioners across the organisation to become Surgical Care Practitioners (SCP). The programme aims to develop:

- The theoretical knowledge and clinical capabilities of experienced registered non-medical practitioners within specific and specialist areas of surgical care.
- Practitioners who can safely undertake a focused history and utilise clinical reasoning to formulate an appropriate diagnosis and management plan.
- Highly skilled practitioners who can act autonomously in providing care to patients requiring complex assessment and treatment in the setting of a consultant led surgical team.

- Leadership and management skills to support the wider surgical care team, disseminate evidence-based knowledge to continually enhance surgical services and patient care, and advance and contribute to a culture of organisational learning to inspire existing and future staff.

We are continuing to support our 2nd Operating Department Practitioner Apprentice, who commenced their studies in September 2025. In addition, the apprenticeship levy continues to facilitate opportunities for colleagues in Organisational Development.



## Supporting Growth Through Training

Horder Healthcare continues to invest in the growth and development of its people through a wide range of training opportunities. Over the past year, colleagues have successfully completed a number of courses, including Leadership and Management (ILM) Level 3, Team Leading Level 2, Customer Service in Health Care Level 2, and Team Leading Level 2.

A core focus is supporting non-registered practitioners through training that meets national standards, including the Care Certificate, delivered in-house and quality assured by our Internal Quality Assurance (IQA) team. Building on this, we offer the Level 2 Diploma in Care and Level 3 Diploma in Healthcare Support, enabling learners to

deepen clinical knowledge and progress in their careers. Completion of Level 3 can lead to advanced pathways such as the Level 5 Diploma for Assistant Practitioners in Healthcare, the Nursing Associate programme, or Operating Practitioner Role.

To maintain high standards, we also train registered practitioners as Assessors and Internal Quality Assurers through the Training, Assessment and Quality Assurance (TAQA) Awards, (Assessment Level 3 and Quality Assurance Level 4), which are vital to our annual City & Guilds audit.

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# A CULTURE OF CARE AND WELLBEING

At Horder Healthcare, we are proud to share the progress we have made over the past year in supporting our people. Guided by our values of caring, friendly, quality, integrity, and pride, we continue to place patients and colleagues at the heart of everything we do.

## Pride in Supporting Our Colleagues

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In August, Horder Healthcare was proud to have been awarded the Silver Wellbeing at Work Award. This recognition, achieved through the East Sussex Wellbeing at Work programme, reflects our deepening commitment to supporting the health and wellbeing of our colleagues.

Building on the Bronze level we earned just 10 months earlier, the Silver award marks a significant step forward in our holistic approach to workplace wellbeing.

From physical activity challenges, like our recent one themed around healthy ageing, to robust menopause support and mental health resources, we're creating a more inclusive and supportive environment for all.



// The specialist I saw was fantastic, and she really listened to me and made me feel seen. She really wants to make a game plan for me so that I can work towards improving my daily living. //

Patient Review, The Horder Centre Seaford,  
Google April 2025

# ACCELERATING OUR JOURNEY TO NET ZERO

## Carbon Reduction Milestone

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In 2024/25, Horder Healthcare achieved a 41% reduction in carbon emissions, driven by a switch to 100% renewable electricity and the installation of 753 solar panels, now supplying one-third of The Horder Centre's power.

## Improving Energy Efficiency

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We continued our LED lighting replacement programme, improving energy efficiency across key areas.

## Digital Transformation in Patient Correspondence

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Patient correspondence was transformed through EncryptnSend, reducing paper use via secure digital delivery.

## Sustainable Waste Management

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Since June 2024, we adopted sustainable waste management practices, transitioning from yellow clinical waste to tiger waste, enabling conversion to Refuse Derived Fuel (RDF) and reducing carbon emissions.

## Embedding Sustainability Leadership

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A Sustainability Officer was appointed in November 2024 to coordinate efforts and embed sustainability across all departments, reflecting our ongoing commitment to Net Zero and environmental responsibility.

## Our commitment to sustainable, fresh, and ethical food practices

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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

## The Patient's Choice

The NHS continues to work under significant pressure, with waiting lists for treatment remaining at around 7.5 million. In this context, patient choice, an established principle within the NHS, has never been more important. Many people are still unaware that they have the legal right to choose where they receive their NHS-funded care, including at independent providers that deliver NHS services. The Horder Centre is one such provider, working in close partnership with the NHS to expand access to high-quality musculoskeletal treatment.

The system, once known as "Choose & Book," now accessed through the NHS App or the NHS eReferral Service on [www.nhs.uk](http://www.nhs.uk), enables patients to select the hospital or service that best meets their needs. As the NHS website clearly states: *"In most cases, you have the legal right to choose the hospital or service you'd like to go to. This includes private hospitals, as long as they provide NHS services."* Horder Healthcare is proud to be part of this network of approved NHS providers.

Experience over many years, both as a senior consultant surgeon and after talking to friends informally, has taught me that very few patients know this legal right exists. A year or two ago, a dear friend, a very senior retired GP, told me that he was experiencing severe difficulty with an arthritic hip and facing a lengthy wait for local NHS treatment. I advised him to exercise his legal right as outlined above, which he did, and he selected The Horder Centre for his care. He was seen promptly as an NHS patient and



soon underwent a successful hip replacement. His reaction afterwards was simple: *"Why don't more patients know about this?"*

Raising awareness of patient choice represents a significant opportunity to support the NHS. Clear information in GP practices, conversations between patients, and wider communication through community networks and the media can all help ensure people understand their options. When patients are empowered to choose, they can access timely care while helping the NHS manage demand more effectively.

The Horder Centre was set up to assist the NHS to provide care for patients with musculoskeletal disability, and its life as a surgical centre for joint replacement and high quality physiotherapy began in September 1989 when I operated on an NHS patient there and replaced his hip. Over the last 35 years, many thousands of patients have benefitted from the expert care provided by Horder staff. Over 35 years, it has become a trusted partner in helping the NHS meet rising demand and maintain high standards of care.

Today, as the NHS continues to navigate unprecedented challenges, the role of organisations like The Horder Centre is more important than ever. The facilities, expertise, and capacity are in place. By making full use of the patient choice pathway, the NHS can continue to deliver timely, highquality treatment, and patients can receive the care they need without unnecessary delay.



# IMPACT REPORT 2025

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## 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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