

HORDERHEALTHCARE



IMPACT REPORT



WHO ARE WE?



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

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

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

Welcome to
The Horder Centre

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Excellent; thoroughly
recommend care, service,
efficiency and expertise.

Trustpilot Review 2021

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Introduction

Richard Tyler, CEO

For many of us, 2020 had been the most challenging year of our professional lives. This year has proved to be equally challenging, albeit in different ways. The emergence of the Delta variant, and the subsequent lockdown, saw a halt to elective surgery and tragically in January 2021, we lost a much loved and valued colleague to the new variant and saw many others affected.

In the early part of 2021 we once again joined forces with the NHS, working together to avoid the health system being overwhelmed. I remain extremely proud of the way our staff reacted in the midst of such challenging circumstances.

As we emerged from the COVID-19 crisis, it felt right to review and reset our priorities. Following discussions with our trustees, we determined to re-focus on three key areas – our patients, our people, and our purpose.

- **Our patients** are at the centre of everything we do, and, in this report, you will see many examples of the way we aim to achieve outstanding care.
- **Our people** are key to delivering outstanding care, and we are committed to the recruitment, development and support of the talented individuals who go to make an outstanding organisation.
- **Our wider purpose** is to ensure we engage with our wider community and help it prosper.

As we look forward and hopefully emerge from the pandemic, we see growing waiting lists and increased demands for our services. Against this backdrop, and with the renewed focus, I am confident that Horder Healthcare is ideally placed to provide the prompt, high quality care that people both expect and deserve.



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We are determined to re-focus on three key priorities – our patients, our people, and our purpose.

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Total Procedures **12,865**

Body **375**

Pain Management **1,387**

Shoulder **141**

Elbow **66**

Chest &
Breast **1,061**

Spine **558**

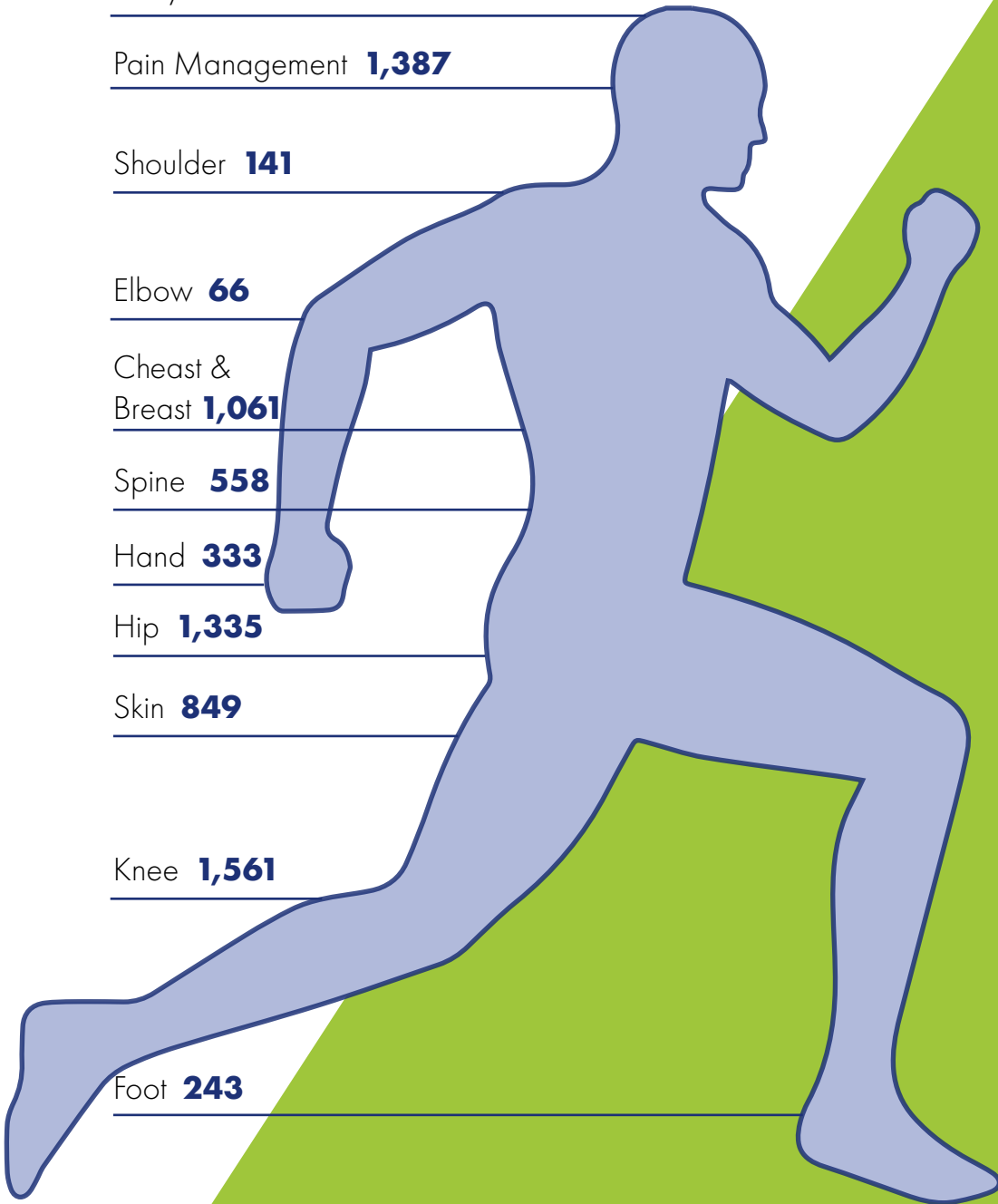
Hand **333**

Hip **1,335**

Skin **849**

Knee **1,561**

Foot **243**



Our impact in numbers

October 2020 - September 2021

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

89,738

Consultant outpatient
appointments

Physiotherapy

23,577

Appointments

Diagnostics

677

MRI scans

2,460

X-rays

Other Surgical Procedures

489

Oral & Maxillofacial procedures

2,736

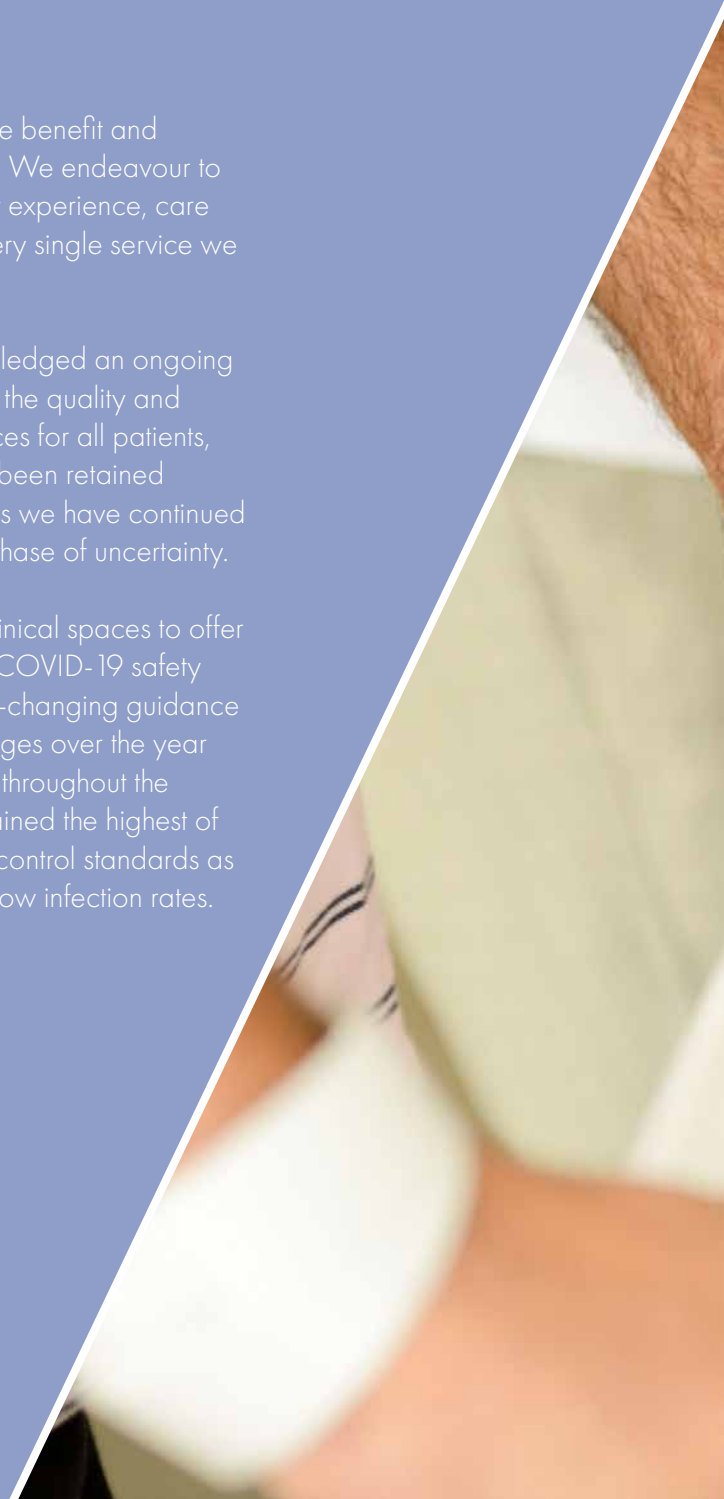
Ophthalmology procedures

PATIENTS

Everything we do is for the benefit and wellbeing of our patients. We endeavour to offer the very best patient experience, care and outcomes across every single service we offer.

Horder Healthcare has pledged an ongoing commitment to improving the quality and effectiveness of our services for all patients, and this commitment has been retained throughout the last year as we have continued to navigate through this phase of uncertainty.

We have adapted our clinical spaces to offer the very highest levels of COVID-19 safety and compliance. The fast-changing guidance presented us with challenges over the year as we continued to work throughout the pandemic, but we maintained the highest of infection prevention and control standards as evidenced by extremely low infection rates.





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As I was due to have my surgery within the COVID-19 pandemic I was apprehensive about my hospital trip, but after my first outpatient visit, my mind was very much put at ease. I was especially impressed with the amount of testing that was going on while I was there, I felt reassured and safe.

Patient Case Study 2021

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The McIndoe Centre:

Shortlisted for LaingBuisson 2021 'Outstanding Response to COVID in Healthcare' Award

TMC was shortlisted for the national award in recognition of our partnership with the Queen Victoria NHS Foundation Trust (QVH). The Centre was transformed to treat NHS patients suffering from maxillofacial and plastics injuries (trauma), which enabled QVH to provide additional capacity during the first phase of the COVID-19 pandemic.

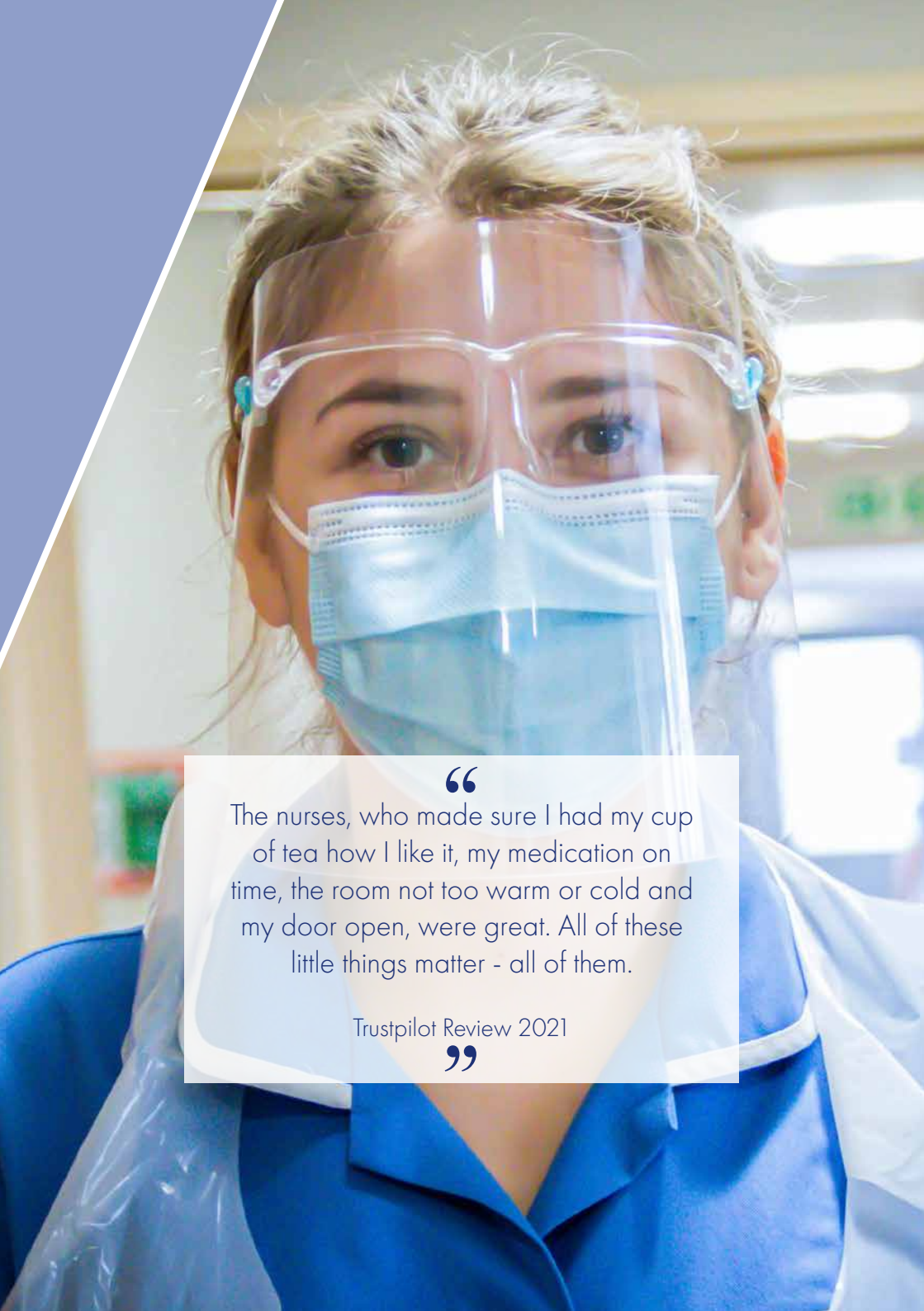
After four months of providing trauma services, the NHS was looking to re-instate elective services in a new agreement with the independent sector. When it became apparent that COVID-19 cases were increasing again, TMC planned with QVH to provide more elective capacity and support. From 3rd August 2020 to 18th July 2021, TMC proudly accepted 1899 elective admissions.

The Horder Centre:

Voted as a 'Wealden Hero' by the local community

In July 2021 The Horder Centre was voted a 'Wealden Hero', in recognition of the contribution it made to the NHS during the first wave of the COVID-19 pandemic. During this time The Horder Centre worked closely with the local NHS trust and treated patients who had broken hips.

Wealden MP Nusrat Ghani said: "Switching activity in a surgical hospital is a complex and demanding task requiring inspired and energetic leadership of a high order. The team rose magnificently to the occasion and supported the local and wider community at this time of crisis and they rightly deserve the Wealden Hero Award."



“

The nurses, who made sure I had my cup of tea how I like it, my medication on time, the room not too warm or cold and my door open, were great. All of these little things matter - all of them.

Trustpilot Review 2021

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Clinical Excellence and Quality Outcomes:

PSQ DATA

98.5%

Of patients said they were likely or very likely to recommend the hospital to friends and family if they needed similar care or treatment

83.07%

Of patients rated their overall experience as 9 or 10 out of 10

97.1%

Of patients felt the general cleanliness standards in the hospital were excellent or very good

NHS National PROMs for Orthopaedics

What is 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 provisional data for PROMs in England is for April 2019–March 2020, which shows the following Oxford primary hip and knee scores:

		Average Pre-Op Q Score	Average Post-Op Q Score	Adjusted Average Health Gain	Improved
Primary	National	16.9105	39.9177	23.0072	97.8%
Hip	THC	16.8889	41.4815	24.5543	98.1%
Primary	National	19.6794	36.5637	16.8844	94.8%
Knee	THC	21.0000	38.3256	17.7824	97.7%

The Horder Centre scored a higher percentage of patient improvement than the national average for both primary hip and knee procedures.



Outpatient Physiotherapy PROMS:

The outpatient physiotherapy department continues to use two different PROMs which measure slightly different things: one that measures progress against specific goals (PSFS) and another that allows comparison between different populations (EQ5D). We are pleased to report that over the last 12 months the percentage of people reporting a significant improvement in their PSFS averaged 76%.

This is slightly lower than last year, but we noted a distinct drop in scores during the period that appointments were largely over the telephone due to the pandemic. Since returning to face-to-face physiotherapy, the scores have improved. Over this same period, the number of people demonstrating a significant improvement with the EQ5D was 81%.

We continue to collect these scores routinely and share them with commissioners and any other interested parties to assist with demonstrating the value and benefit of physiotherapy treatment.

This year, we also undertook a survey to seek how patients rated our service and what areas we can develop further. Response rates were high with 36% of questionnaires being returned. Answers revealed that 75% of people felt we offered an excellent range of services.

Physiotherapy Research Agenda:

As an organisation that prides itself on delivering outstanding care, embarking on a research agenda is our way of ensuring that our musculoskeletal team continue to strive to inform the treatments they provide, looking beyond what they usually do with the aim of improving their practice for the benefit of patients and enhancing their personal knowledge.

This supports our strategic principle for patients and our objective of delivering outstanding care. We have only just embarked on this journey but have so far developed our strategy and identified timescales as well as generating some research ideas and educating the staff on how to structure a research question, undertake a literature review and appraise an article. We have made links with some external organisations to support this and are in a good position to keep the momentum up moving forward to commence some research activity in the coming year.



“

The post operative care was excellent; ward staff were attentive and supportive. My outpatient physiotherapy sessions were very helpful and constructive, and they explained what I needed to do clearly.

Trustpilot 2021

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National Joint Registry (NJR)

The NJR monitors the performance of joint replacement implants and the effectiveness of different types of surgery, improving clinical standards and benefiting patients, clinicians, and the orthopaedic sector as a whole. Horder Healthcare submits data to the NJR for all hip, knee, ankle, elbow, and shoulder joint replacements providing patient consent has been obtained.

The latest data for submission consent at The Horder Centre is 99.2%

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.





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Best service I have ever received from phone calls and appointment times to operation and after care. Staff were 100% dedicated to their patients all the time.

Trustpilot Review 2021

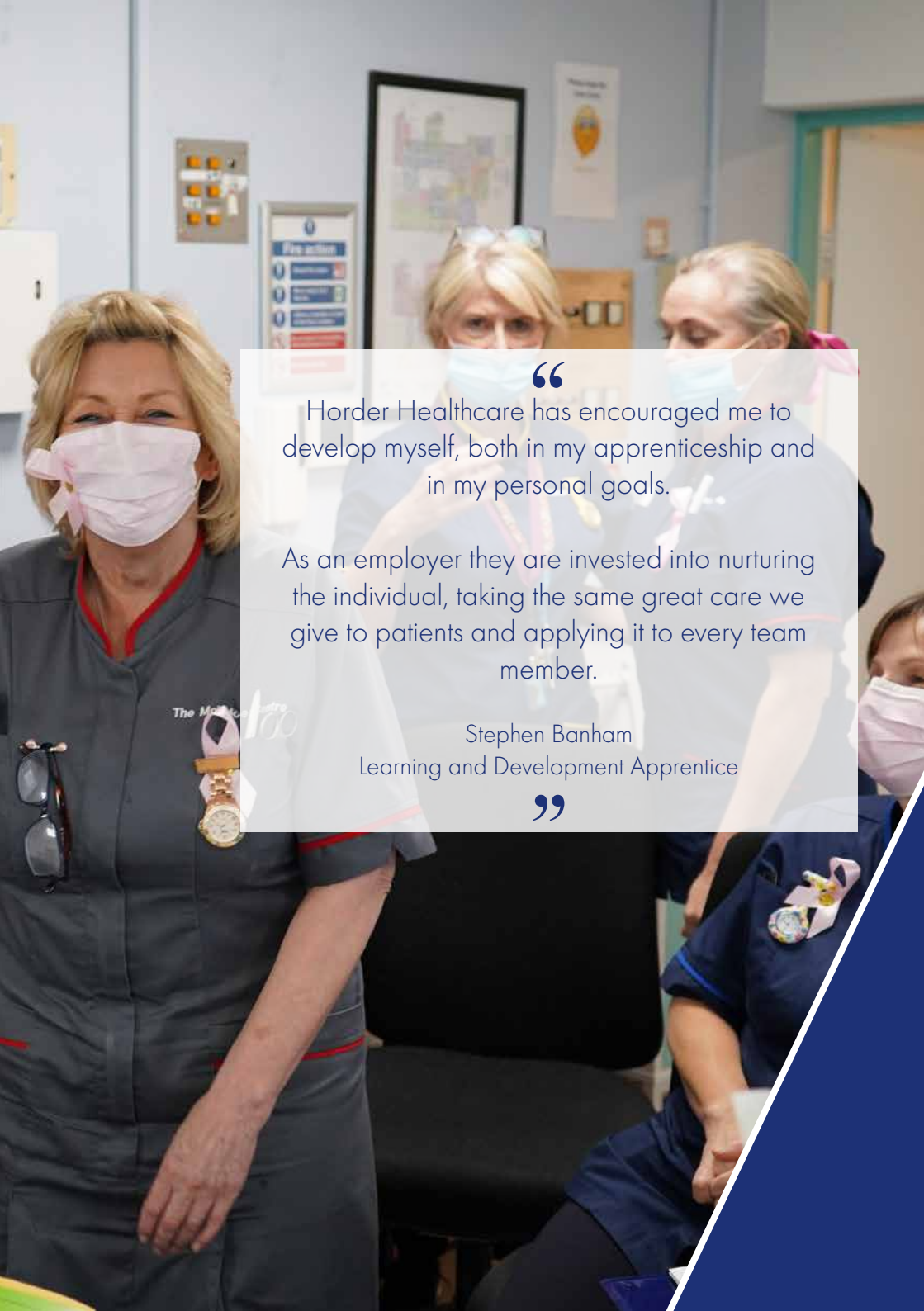
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PEOPLE

Our people, by which we mean our colleagues, are as important as our patients. Without a happy, engaged team we cannot achieve the high level of care our patients deserve or be the very best healthcare provider.

We want to make sure that our people are passionate about their work, believe in our values and are proud to be part of Horder Healthcare.





“

Horder Healthcare has encouraged me to develop myself, both in my apprenticeship and in my personal goals.

As an employer they are invested into nurturing the individual, taking the same great care we give to patients and applying it to every team member.

Stephen Banham
Learning and Development Apprentice

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Learning and Development

Recognised as a City and Guilds Training Centre, The Horder Centre continues to offer an exceptional standard of training to our clinical teams across all locations, spanning a wealth of qualifications from Diploma and NVQ modules through to full qualifications in Health and Social or Perioperative care, and the Level 4 Certificate in Leading the Internal Quality Assurance Process and Practice.

Apprenticeships

To date, the organisation currently has eight apprentices, spanning clinical support, health, and safety, learning and development and nursing. All candidates are making a huge contribution with the skills they are learning. We are hopeful that we will be able to expand our apprenticeship base with future nursing roles in addition to exploring opportunities within theatres and physiotherapy alongside HR.

The nurse apprenticeship scheme was introduced at the end of 2019. This September our successful applicant, Melissa Rainbow, started her first semester as a Trainee Nurse Associate.

The preceptorship and practice assessor frameworks launched in 2020 are now fully embedded within the business, with 26 fully qualified practice assessors. These roles are vital in being able to support the clinical apprenticeships, trainee nurses and HCA's along with competency assessment and personal development for all our clinical teams





Colleague Wellbeing and Engagement

As an organisation we have recognised the immeasurable impact COVID-19 has had on our colleague's mental health and wellbeing, and have increased our support, offering free 24-hour counselling. We have also developed a monthly health and wellbeing programme that discusses healthcare topics and offers practical advice and links to internal policies, reaffirming support available.

This year we have made a long-term commitment to assessing colleague engagement and are currently working with Best Companies, an external employee engagement specialist. We have conducted an engagement survey which was completed by 71% of colleagues, and we look forward to announcing our progress next year.





“ It is amazing to walk through the hospital and no matter what their position, everyone seems to acknowledge each other and say hello. I feel that the emphasis on teamwork covers the whole of the hospital - not just each individual department, although the teamwork there shines through.

Alison Mallen, Medical Records Assistant



PURPOSE

Our purpose refers to our wider charitable aim of advancing health, but also includes engaging with our community and helping it prosper, and our impact on our environment. We want to demonstrate our commitment to reduce our carbon footprint, champion our local communities through projects such as foodbanks, and support the wider health community through education and training.



A photograph of a wooden building with a white roof and a garden with orange and purple flowers. The building has a white roof with dark gutters. The walls are made of light-colored wood. There are two large windows with white frames and two small circular windows. The garden in the foreground is filled with green foliage and orange and purple flowers. The sky is blue.

“

The whole experience from start to finish was personal, comfortable and calming. The nurses and consultant were professional and reassuring.

Trustpilot Review 2021

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The Horder Centre



Bursaries

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 trainees in orthopaedic higher specialist training to support international travel. On 15th September 2021, our President, Charles Gallannaugh, presented cheques to Simon Bellringer and Dan Burchette to assist them in their specialist training abroad.

Simon Bellringer will be undertaking an Upper Limb Trauma Fellowship with Professor Greg Bain at Flinders University, Adelaide, Australia from February to August 2022. Dan Burchette will be doing a clinical and research fellowship at the EndoKlinik in Hamburg from January to June 2022.

Aesthetic Fellows at The McIndoe Centre

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



“

I have really enjoyed the experience of being an aesthetic fellow at The McIndoe Centre. So far, this experience has enhanced my exposure to several breast, face, abdomen, limb contouring procedures. I have had the opportunity to ask questions and choose which cases I observe each day, and I have also had an opportunity to shadow in clinics and learn from the clinicians. The staff have been very friendly and welcoming. I feel very fortunate to have this exposure and opportunity within my clinical training and I hope this is a training experience that can be extended to many more trainees.”

Denise Osei-Kuffour, the current aesthetic fellow at The McIndoe Centre.

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Sustainable Healthcare

The outpatient physiotherapy department has an ongoing project to reduce its carbon footprint. As part of this, they submitted a case study to the Centre for Sustainable Healthcare which was accepted for publication on their website.

This project helps support the organisation and wider NHS agenda to reduce the harm to the environment. The department has made a focus on reducing the use of paper, plastic cups, exercise resistance bands and travel. The economic sustainability of these projects has identified that the cost-saving so far has amounted to a reduction in the CO2 output of nearly 72,000kg. It has also reduced paper use (the equivalent of 4 trees) with a money-saving of over £10,400 per year, before calculating the effect of reducing the use of plastic cups.

World Environment Day

Horder Healthcare participated in this annual event with litter picks at our sites and wearing green for the day. All funds raised were then matched by the organisation and donated to the Woodland Trust's 'Little Foxes Copse' at Hadlow Down, a local woodland to The Horder Centre.

Food Banks

From July 2021, Horder Healthcare staff have been able to support their local communities through new foodbank collection points at work, supporting the Crowborough Foodbank, the East Grinstead Foodbank and Seahaven Storehouse. In addition, a donation of £100 from charitable funds is made to each food bank every month to help with their running costs.





Looking to the Future

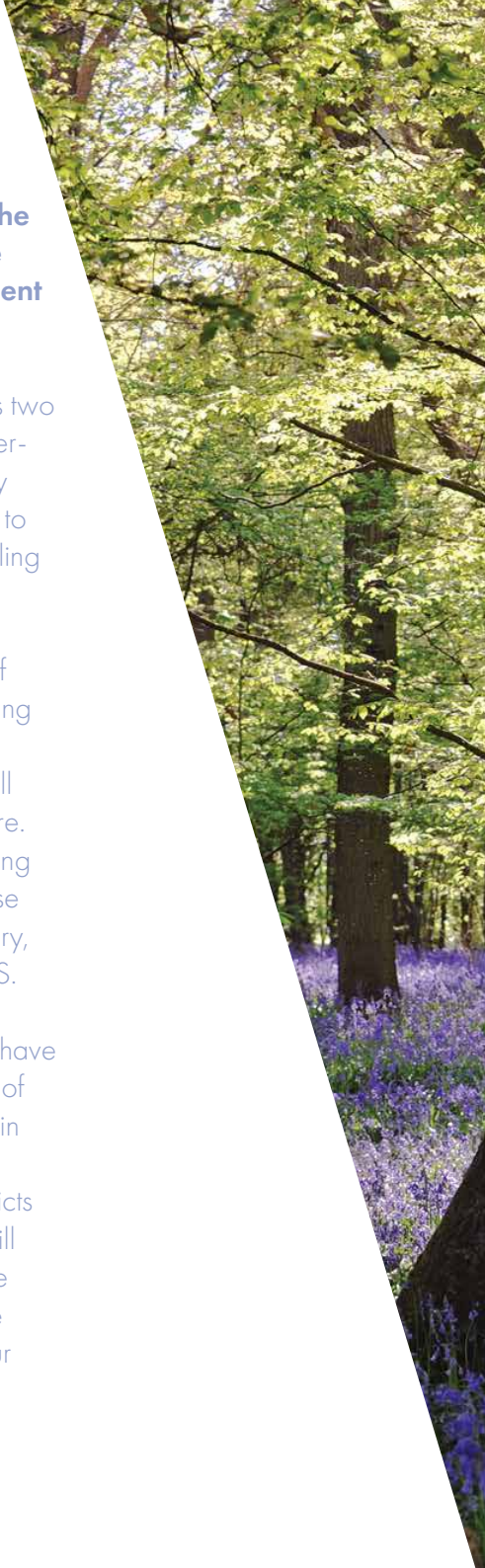
A statement by Charles Gallannaugh, the President of Horder Healthcare and the first surgeon to perform a hip replacement at The Horder Centre in 1989.

Healthcare in the United Kingdom now faces two main challenges: shortage of staff and an ever-increasing waiting list. In spite of provision by the taxpayer of eye-watering sums of money to support the service the conundrum of reconciling these two challenges remains unresolved.

The recent provision by Horder Healthcare of bursaries to support two young surgeons during the final stages of their training highlights its commitment to providing training for staff in all disciplines thus helping to provide for the future. Its hospitals stand available to assist in reducing the huge national waiting list, particularly those in desperate need of joint replacement surgery, should it be called upon to do so by the NHS.

Over the years many former Horder patients have told me how the helpful and cheerful attitude of the staff who cared for them during their stay in hospital was what impressed them most. As I have written before, the pandemic which afflicts us now will come to an end and the world will move on. Never has there been a better time for a spirit of optimism and cheerfulness to be displayed in the hospital wards. I am sure our staff will rise to the occasion.

November 2021





The McIndoe Centre

East Grinstead



The Horder Centre

Crowborough



Horder Healthcare Seaford

Seaford



Horder Healthcare Eastbourne

Eastbourne



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