

Statement of Purpose

Provider Number: 1-101728244

Horder Healthcare (HH) is registered with the Care Quality Commission for the following activities:

- Diagnostic and screening procedures
- Surgical procedures
- Treatment of disease, disorder or injury

Business Address:

Horder Healthcare
The Horder Centre
St John's Road
Crowborough
East Sussex
TN6 1XP

Tel: 01892 665577

E-mail: info@horder.co.uk

1. The Responsible Person:

The Responsible Person of HH is Jane Vince, Chief Nurse. The Chief Nurse is accountable through the Chief Executive to the Chairman to the Board of Directors. Contact: jane.vince@horderhealthcare.co.uk

2. The Registered Managers:

The Horder Centre

The Registered Manager is Tara Thomas.

Contact: tara.thomas@horderhealthcare.co.uk

The McIndoe Centre

The Registered Manager is Thembi Nkala.

Contact: thembi.nkala@horderhealthcare.co.uk

Horder Healthcare Seaford

The Registered Manager is Tara Thomas.

3. The Aims and Objectives of Horder Healthcare

Our charitable purpose is to advance health, and the relief of patients suffering from ill health, including but not limited to those suffering from arthritis and musculoskeletal conditions.

Mission

We are a leading provider of high quality healthcare services, demonstrably improving patients' health and striving to make a positive difference to people's lives.

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Values

- **Caring** – We believe that all with whom we interact will be treated with utmost respect and empathy.
- **Friendly** – We foster a culture that is warm, welcoming and responsive.
- **Quality** – We deliver the best service we can whilst striving to continuously improve.
- **Integrity** – We are always reliable, honest, consistent and transparent in our approach.
- **Pride** - Our team are proud of what they do, taking pleasure in delivering a unique service.

4. Strategic Aims

- HH has based all organisational objectives around the 3 strategic themes of being: Patients, People, Purpose

5. Our history:

Horder Healthcare is a leading independent healthcare provider and charity based in Sussex, delivering high quality care across a range of 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 programs from our hospitals and outreach centres:

The Horder Centre (THC) focuses on providing musculoskeletal services, including elective orthopaedic surgery and physiotherapy. 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), which Horder Healthcare acquired in 2015, currently offers a wide range of plastic and reconstructive surgery, as well as oral and maxillofacial surgery and ophthalmology.

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

HH locations provide Acute Services at each location.

6. The Horder Centre:

St Johns Road, Crowborough, East Sussex TN6 1XP

THC is a specialist orthopaedic hospital for the treatment of patients with arthritis and musculoskeletal conditions. It has 3 operating theatres, a day services unit and ward area consisting of single, en-suite bedrooms. THC has an outpatient department to include consultation rooms, pre-admission clinics, x-ray, ultrasound, MRI, physiotherapy rooms and gym area and provides services from Advanced Physiotherapy Practitioners (APs).

The service includes:

- Orthopaedics
- Medical
- Pain Management
- Rehabilitation
- Anaesthetics
- Radiology
- Diagnostic Imaging Services
- On-Site Pharmacy

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- Keyhole Surgery
- Physiotherapy
- Acupuncture
- Sports Medicine
- Osteopathy

And can provide the additional following services if requested:

- Chiropody
- Podiatry
- Counselling Services

THC treats patients in the following CQC user bands:

- Adults aged 18-65
- Adults aged 65+
- Sensory impairment
- Physical disability
- Children aged 13-18 for non-invasive physiotherapy

We have further outpatient provision **at Princes Park Health Centre**, 7 Wartling Road Eastbourne BN22 7PG for patient consultations. This is for diagnostic and screening procedures and Treatment of disease, disorder or injury.

As part of our on-going service improvement, we have extended our outpatient provision to include outpatient consultations for patients in the Brighton area. Clinics will be held at; **Brighton Diagnostics and Treatment Centre, (East Stand American Express Community Stadium)** Brighton, East Sussex, BN1 9BL.

This will be for diagnostic and screening procedures and Treatment of disease, disorder or injury.

7. **The McIndoe Centre, part of Horder Healthcare:**

Holtze Road, East Grinstead, West Sussex, RH19 3EB

The McIndoe Centre (TMC) is an independent hospital comprising four operating theatres, a ward area with a complement of single occupancy, en-suite bedrooms, and an outpatient department, together with various administration and support services such as: catering, facilities and decontamination. Elective surgery is carried out in the following specialities:

- Aesthetic surgery
- Plastic surgery
- Reconstructive surgery
- Scar revision surgery
- Maxillofacial surgery
- Orthopaedic surgery
- Ophthalmology
- Dental

TMC treats patients in the following CQC user bands:

- Adults aged 18-65
- Adults aged 65+
- Sensory impairment
- Physical disability

8. **Horder healthcare Seaford** is able to provide regulated activities at for:

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- Diagnostic and screening procedures
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HH Seaford has a minor operations / treatment room that may be used for minor procedures that do not require an operating theatre.

HH is aware of the special needs of children and adolescents and ensures it is compliant with the Standards required under the Health and Social Care Act 2012.

9. Our Organisational Structure and the Qualifications of Our Staff:

HHs policy is to recruit appropriately qualified staff to deliver our services. All of our clinical staff are required to maintain their registration with their professional body. A range of assistants and support staff support our professional team.

All staff receive a thorough induction and have an annual and regular periodic individual performance review.

Each individual is required to undertake regular coaching, training and development activities to strengthen key skills and ensure competence of practice.

Our professional staff are required by their certifying bodies to maintain a portfolio of Continuous Professional Development (CPD) and nurses must ensure they meet NMC revalidation standards.

10. Medical Practitioners:

Advice and assistance on matters relating to the clinical use of THC and/or TMC is provided to the Chief Executive by the Medical Director and our respective Medical Advisory Committees at THC and TMC. In summary, the function of the MAC is to:

- Advise the Chief Executive on all matters relating to the efficient clinical use of the hospital.
- Provide a forum through which appropriate consultation and informed debate can take place.
- Provide a means of consultation and communication between medical practitioners and the Chief Executive.
- Provide advice and assistance in matters of medical ethics.
- Provide advice on issues affecting the granting to or withdrawal from Medical Practitioners of Practice Privileges.
- Provide advice and assistance in the maintenance and improvement of clinical standards within the hospitals.
- Advise on matters of trends and developments in clinical practice.

11. The Organisational Structure of HH

(See Appendix 1)

12. Consulting with Patients

As part of our commitment to continuous improvement we obtain comments and feedback from our patients. Taking account of their views and priorities is vital to our drive to improve our service. We send Patient Satisfaction Surveys to all patients and we do targeted surveys to our outpatients. The feedback received from the surveys is reviewed quarterly and analysed, the results of which are cascaded throughout the

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organisation. Ex-patients also receive a newsletter, which invites them to give feedback and give ideas on the running of HH.

Ex-patients are also invited to attend one of our Patient Forum Group Meetings. The aim of the meeting is to create informal groups of people who share the experience of having received surgery at a HH site and to highlight not only positive feedback but also areas where they would like a change to take place to enhance their experience.

13. Contact between Patients and their Relatives and Friends:

We operate a very flexible system to enable relatives and friends to visit patients. However, visiting is preferred between the hours of 14.00 and 21.00.

14. Arrangements for Dealing with Complaints:

HH has a three-stage complaints process. Patients are given guidance on how to complain in a document entitled, 'Listening to You'. (Please see Appendix 2)

15. Respecting the Privacy and Dignity of Our Patients:

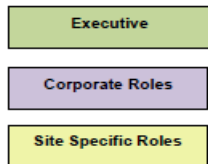
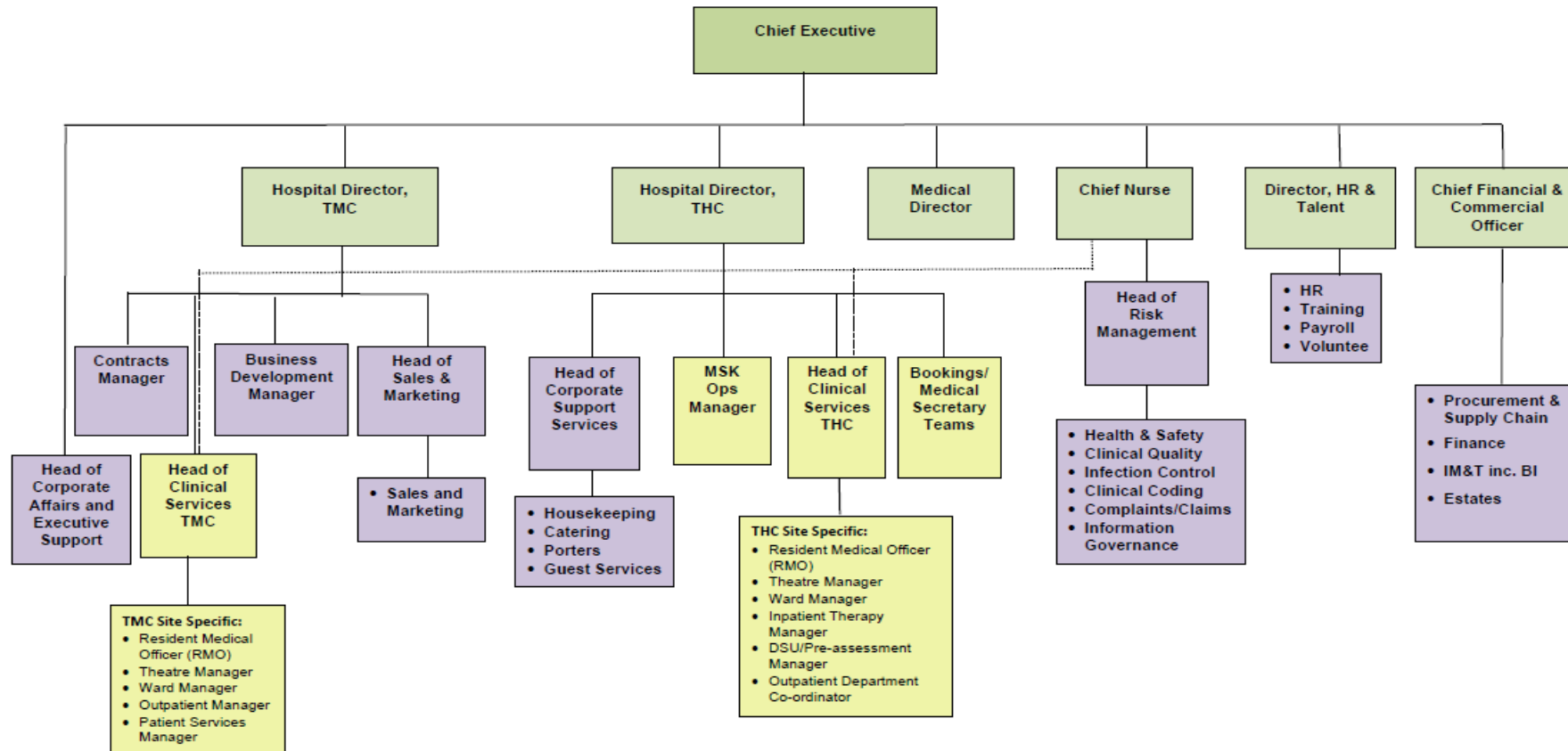
We recognise and respect the individuality and dignity of each patient and respond to their need for care irrespective of their ethnic origin, religious beliefs, personal attributes and the nature of their health problems or any other factor.

16. Duty of Candour

HH believes that candour is an essential component in high quality healthcare, and aims to ensure that openness, transparency and candour are observed throughout the organisation. As part of our robust governance structure we involve patients and their representatives in all serious investigations, inviting them to be involved in any discussions and ensuring they receive a copy of any investigation report. HH has an open and fair policy and we are swift to apologise when things go wrong. We also encourage all of our staff to report any concerns regarding patient safety and to actively participate in any investigation processes. Staff involved in investigating serious incidents are trained in root cause analysis to ensure that not only do we identify the root cause of any incident, but that preventative actions are identified and implemented therefore creating an organisation seeking continuous quality improvement.

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Horder Healthcare Senior Team – Management Structure



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A guide to making comments and complaints

Making Comments

We aim to provide a caring, high quality service and are always pleased to receive feedback from you, your family or friends. If you are happy with your own experience, we would like to hear from you – this helps us to know when we get it right. But more importantly, we need to know when we have not met your expectations. When this happens we want to respond to complaints swiftly and will take every opportunity to put things right.

Making Complaints

If you are dissatisfied with our facilities, service or any aspect of the care provided by Horder Healthcare, please let us know as soon as possible. We will investigate the situation so that we can explain, apologise and take corrective action where necessary.

We have developed a complaints process which, we hope, is easy for you to follow. If you would like to make general comments on this, please feel free to do so. Please let a member of staff know as soon as you have a problem, it can often be sorted out straightaway.

Please feel free to approach the staff who have been caring for you. They will endeavour to resolve any minor issues and concerns immediately to your satisfaction. Otherwise, Matron or a senior member of staff will be happy to help.

If you are not completely satisfied you can put your complaint in writing. We will always deal with complaints in complete confidence, investigate impartially and give you a clear and complete explanation.

There are 3 stages to **Horder Healthcare's formal complaints process:**

Stage 1

If you wish to make a formal complaint, please contact the Clinical Governance Manager in writing giving as much information as possible. If you wish for a representative to complain on your behalf, we will seek your consent to communicate with them to ensure your confidentiality.

If you need someone to assist you through this process, a senior manager or a nominated person will be pleased to assist you.

Letters should be addressed to:

The Complaints Manager
The Horder Centre
Horder Healthcare
St Johns Road
Crowborough
East Sussex TN6 1XP

Our Response

We will send a written acknowledgement within 2 working days of receiving your complaint. We will then provide a detailed, written response as promptly as we can – usually within 20 working days of receipt of the complaint. If, for any reason, it has not been possible to

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complete the investigation within this timeframe, we will write to explain the delay, along with an anticipated date for the completion of the investigation. We may suggest meeting you to talk through your issues and attempt to resolve them.

Stage 2

If you are unhappy with the response from the Complaints Manager, you can take your complaint to the Chief Nurse of Horder Healthcare. The letter from the Clinical Governance Manager will explain what to do and where to send your correspondence.

The Chief Nurse will review your complaint and either confirm the decisions and actions taken by the Complaints Manager or reach an alternative decision to help resolve the matter.

Again you can expect:

A written acknowledgement of your complaint within 2 working days of its receipt.

A detailed written response within 20 working days of receipt of the complaint.

The reply letter will include commentary stating whether or not the complaint has been upheld and will provide emphasis on changes to improve service as a result of the complaint. If for any reason it has not been possible to complete the investigation within this timeframe, you will receive a letter giving you the reasons why, along with an anticipated date for the completion of the investigation.

Stage 3

If you remain dissatisfied with the outcome of the review by the Chief Nurse, you have the right to request an independent external adjudication of the complaint.

This can be done by contacting one of the following within 25 working days of receiving the Chief Nurse's final letter.

For NHS patients:

Parliamentary and Health Service Ombudsman
Millbank Tower
Millbank
London, SW1P 4QP
Tel: 0345 015 4033
E-mail: phso.enquiries@ombudsman.org.uk

For private patients:

Independent Sector Complaints Adjudication Secretariat (ISCAS)
Care of CEDR - Centre for Effective Dispute Resolution
International Dispute Resolution Centre
70 Fleet Street, London, EC4Y 1EU
Tel: 020 7536 6091
Website: info@iscas.org.uk

Horder Healthcare
The Horder Centre, St. John's Road, Crowborough, East Sussex TN6 1XP

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