

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/ Nominated Individual of HH is Elin Richardson, (Chief Executive). Elin Richardson is accountable through the Chairman to the Board of Directors.
Contact: elin.richardson@horder.co.uk

2. The Registered Managers:

The Horder Centre (THC)

The Registered Manager is Tara Thomas.
Contact: tara.thomas@horder.co.uk

The McIndoe Centre (TMC)

The Registered Manager is Thembi Nkala.
Contact: thembi.nkala@horder.co.uk

Horder Healthcare Seaford

The Registered Manager is Tara Thomas.
Contact: tara.thomas@horder.co.uk

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.

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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.

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, 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.

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).

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The service includes:

- Orthopaedic surgery
- Rehabilitation
- On-Site Pharmacy
- Diagnostic Imaging Services
- Physiotherapy
- Anaesthetics
- Pain Management

THC treats patients in the following CQC user bands:

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

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.

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

7. The McIndoe Centre, part of Horder Healthcare:

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

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: estates / facilities and in-house decontamination services. Elective surgery is carried out in the following specialties:

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

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:

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

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

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

HHs recruits 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 , training and development activities to strengthen key skills and ensure competence of practice.

Our regulated healthcare staff are required by their professional regulatory bodies to maintain a portfolio of Continuous Professional Development (CPD) and this is discussed and reviewed during performance review meetings.

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

Former patients are also invited to attend one of our Patient Forum Group sessions. 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 flexible system to enable relatives and friends to visit patients. However, visiting is preferred between the hours of 14.30 and 19:30

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14. Arrangements for Dealing with Complaints:

HH subscribes to the Independent Sector Complaints Adjudication Service (ISCAS) Code of Practice for Complaints Management; which outlines the three stages complaints process. Patients are given guidance on how to complain in a document entitled, 'Listening to You'. (Please see Appendix 2 to include the recently updated version)

15. Respecting the Privacy and Dignity of Our Patients:

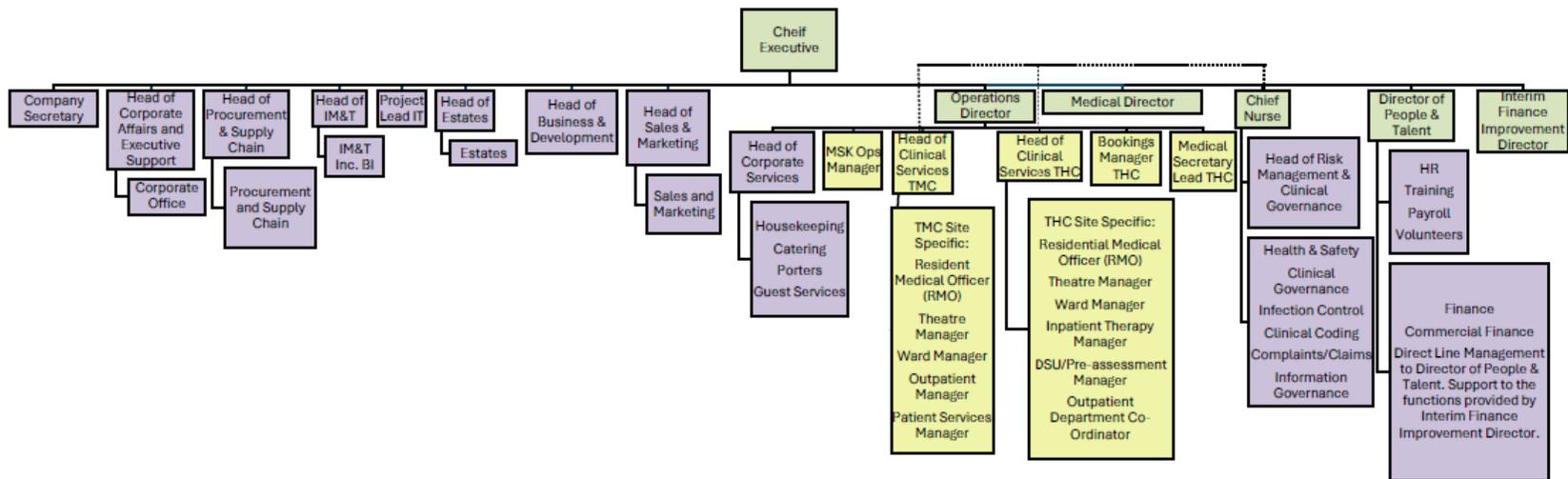
We recognise and respect the individuality and dignity of each patient and respond to their need for care irrespective of their ethnic origin, religious beliefs, personal attributes and the nature of their health problems or any other factor.

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. This includes ensuring both professional and statutory duty of candour processes are undertaken when required.

As part of our robust governance structure we involve patients and their representatives in all serious incidents investigations, in line with our Patient Safety Incident Response Plan (PSIRP). 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 incidents are trained in meeting necessary learning response methods, aligning with the Patient Safety Incident Framework (PSIRF). This also includes ensuring that preventative actions are identified and implemented, thus maintaining a culture of continuous quality improvement.

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HORDERHEALTHCARE

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

A complaint to us is communication from you that requires an investigation and a formal response. 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.

Please feel free to approach the staff who have been caring for you, if you have any concerns they can often be corrected straight away. Our staff will endeavor to resolve any minor issues and concerns immediately to your satisfaction. Otherwise, the Head of Clinical Services/MSK Operations Manager or senior member of staff will be happy to help.

If you are not completely satisfied with the attempt from staff, 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.

It is recommended that you complain within 6 months of the event or the matter coming to your attention. The independent external adjudicators (at Stage 3) have the right to refuse a complaint where the likelihood of conducting an effective review is unrealistic. However, the time limit can be altered if there is a reasonable explanation and we would inform the external adjudicators of this.

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

Stage 1

If you wish to make a formal complaint, please contact us in writing or by email providing 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 help you.

The relevant Head of Clinical Services/MSK Operations Manager will conduct a thorough investigation with the relevant heads of department by liaising with staff that are deemed to have a level of involvement and by reviewing any relevant material i.e. medical notes. Apologies will be given where necessary, the response will be honest and open and they will initiate improvement where required. Please send your letter/email to the below address and we will pass your complaint to the Head of Clinical Services/MSK Operations Manager.

Address your letters / emails to:

Complaints Department
Horder Healthcare
St John's Road
Crowborough
East Sussex, TN6 1XP

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Email: complaints.admin@horder.co.uk

Please note that emails are not a secure medium of communication - if you have any queries on this please let us know

Our Response

Our response We will send a written acknowledgement within 3 working days of receiving your complaint unless a full reply can be sent to you within 5 working days. In our final response to you we will 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 complete the investigation within this timeframe, we will write to you explaining the delay, along with an anticipated date for the completion of the investigation. We will provide you with contact details for the Head of Clinical Services/MSK Operations Manager so you may discuss your concerns over the phone or in-person, in accordance to your preferences.

Stage 2

If you are unhappy with the response from the Head of Clinical services/MSK Operations Manager, you can take your complaint to the Chief Nurse of Horder Healthcare which is also explained in our Stage 1 response letter to you. The Chief Nurse will review your complaint and either confirm the decisions and actions taken by the Head of Clinical Services/ MSK Operations Manager or reach an alternative decision to help resolve the matter.

Again you can expect:

A written acknowledgement of your complaint within 3 working days of its receipt unless a full reply can be sent to you within 5 working days. 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 preferences.

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 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 Service (ISCAS)
CEDR
3rd Floor 100 St. Paul's Churchyard
London
EC4M 8BU
Tel: 020 7536 6091
Website: info@iscas.org.uk

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