

## MAKING AN IMPACT 2011/12





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# INTRODUCTION

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**Roy Greenhalgh** Chairman, The Horder Centre

Welcome to The Horder Centre's 'Making An Impact' report for 2011-12. I can report with pleasure that The Horder Centre has had another successful year and continues to benefit patients from a wide geographical area.

Our ambition is to spread the capacity of our Charity to help as many people as we can. We were greatly encouraged by the support of the Prime Minister, David Cameron, who recognised in a national speech the valuable assistance that we provide to patients and the NHS.

Our specialty in orthopaedics enables us to increase the quality of life of patients and, although we are a specialist centre, we are keen to develop ways of providing our services in collaboration with primary care providers, to maintain or restore the fitness of the local community.

The success of our Capital Appeal programme will enable us to meet a major public need and ensure that patients and staff can experience the most modern and efficient facilities possible – including from the perspective of our impact on the environment.

However, the measure we value above all is whether patients are happy with our services and I am delighted that they continue to tell us they are. On behalf of the Board, many thanks to the team at The Horder Centre.



**Diane Thomas** Chief Executive, The Horder Centre

## Our Therapeutic Environment

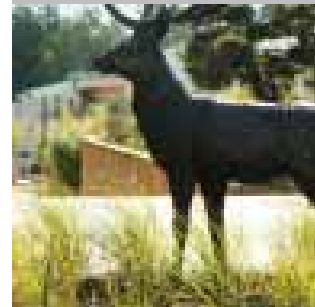
You will see from this Impact Report that we are truly making a difference to the lives of people.

The Horder Centre achieves its ambition of making a difference by having exceptionally skilled and dedicated staff that deliver a fantastic patient experience and excellent outcomes of care. It is through this approach and utilising high quality design that our vision of creating a wonderful therapeutic centre of excellence in the heart of the Ashdown Forest is coming to fruition.

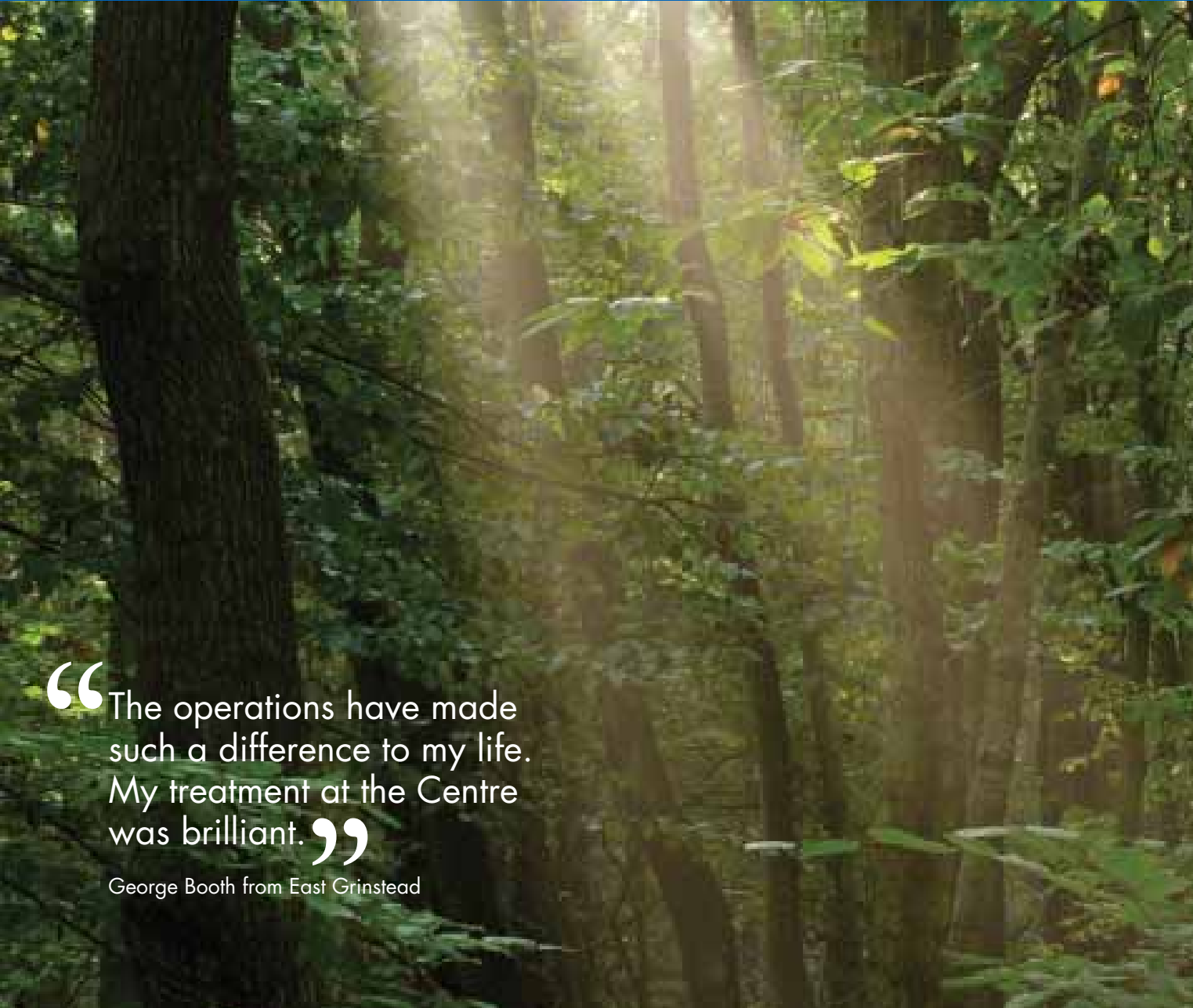
Throughout this report you will see examples of the high level of performance of The Horder Centre, which has some of the best results in the country, demonstrating its success in elective orthopaedic work.

But you can't practice new medicine in an old hospital. We embarked last year on a three year programme to enhance the fabric of the building and facilitate the design of new innovative care programmes which truly put patients at the heart of what we do. The benefits of patients receiving treatment in a calm, relaxing atmosphere are universally recognised. Our high quality and creative design, using colour, light, movement and sound will ensure all our patients benefit from a restful, safe and therapeutic environment and experience, one which guarantees their privacy and dignity.

The Horder Centre is building on its heritage whilst creating a modern dynamic hospital.

# WHO WE ARE AND WHAT WE DO



“The operations have made such a difference to my life. My treatment at the Centre was brilliant.”

George Booth from East Grinstead

## Who we are

The Horder Centre is a charity and UK centre of excellence for orthopaedic care located in the heart of the Ashdown Forest in East Sussex.

Our mission is to provide high quality orthopaedic and musculoskeletal services, demonstrably improving patients' mobility and striving to make a positive difference to people's lives.

Our primary objective is to be the best provider of orthopaedic and musculoskeletal services, within a therapeutic atmosphere; to be a great place to work, practice medicine and receive care.

## What we do

The Horder Centre offers elective orthopaedic surgery to patients and also provides a range of musculoskeletal services, such as rheumatology and physiotherapy.

These are supported by additional services including acupuncture, Pilates and tai chi. These services can all be accessed at our main site in Crowborough; some are available at our Outreach locations (see page 11).

We make our services accessible to both NHS and private patients.

**Our promise:**

- To meet and exceed customer expectations and delight patients
- To bring our services to more people, enhancing the quality of their lives
- To deliver high quality, effective and safe care
- To provide value for money

**Our 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

**Who we look after\***

In-patients: 2,233

Day case patients: 2,274

Knee joint replacements performed: 886

Hip joint replacements performed: 775

Out-patient visits: 24,781



“The Horder Centre in East Sussex, which delivers orthopaedic care,... has high patient satisfaction, low rates of readmission, and excellent outcomes.”

Prime Minister David Cameron speaking to NHS staff in June.

“The Horder Centre is the most wonderful institution providing world class care. We are extremely fortunate to have such a facility in East Sussex, as people come from all over the country because of its high reputation.”

Charles Hendry, Wealden MP



\*Figures are for the financial year ending 30.6.2011



## WHAT OUR PATIENTS SAY



“It’s changed my life completely. I was line dancing again three months after the operation.”

Val Sale, Knee replacement patient

### What our patients say

Listening to the views of our patients and acting on their suggestions is essential to our programme of continuous improvement.

We have many ways of communicating with those we care for, including our quarterly patient newsletter, our website, our regular patient forums and our service questionnaire.

We are also a member of East Sussex LINk, the network created to influence and improve local health services.

### Patient forum

We regularly invite former patients back to The Horder Centre to share their experiences of the care they received, helping us to continuously improve.

In September, around 20 former patients took part in our latest forum, meeting to explain how the Centre had an impact on their lives.

Words such as ‘wonderful’, ‘brilliant’ and ‘delightful’ were used to describe the levels of care received while guests spoke of how their treatment had changed their lives, from being able to wear fashionable shoes to playing tennis.

The following are examples of the comments received at the forum.



**Geraldine Constable** from Hailsham, who had a foot operation, said: "My experience was superb. It's like having new feet. I have no pain now, no discomfort walking. The care was just fabulous."

**Peter Castle** from Borough Green, who had two hip operations at the Centre, said: "My experience here has been absolutely unbelievable. I came in, had my operation done and I was home the following day."

**Val Sale**, who had both knees replaced, said: "It's changed my life completely. I was line dancing again three months after the operation."

**Elizabeth Monnington** from Lewes, who had a hip replacement, said: "The impact on my life has been wonderful. I've forgotten I had the operation done now."

Alison Green, Strategic Development Manager, said: "Feedback from patients on the services we provide is crucial to help us understand what works well in the hospital and if anything can be improved."

To watch a video from our recent Patient Forum event, visit [www.hordercentre.co.uk](http://www.hordercentre.co.uk)

## Volunteers help make a difference

Volunteers play a vital role at The Horder Centre and we have welcomed many new members to the team in recent months. They all make a real impact on our patients' time with us.

**Patient Kevin Samson was helped to his room by volunteer Gill. He said he "very much appreciated her useful help".**

A day in the life of a Horder Centre volunteer is varied, and includes helping patients between wards, taking round the sweet trolley and helping in the coffee shop.

Diane Thomas, Chief Executive of The Horder Centre, said: "At The Horder Centre we value all our volunteers and are grateful for the time and effort they donate to us. We always welcome new volunteers at The Horder Centre as they are essential to delivering the standard of care we pride ourselves on."

## CASE STUDY "Thank you for giving back my active life."

For 69-year-old Michael Van Moppes, severe pain in both knees meant his favourite sport of skiing was impossible. Michael, who owns a farmhouse near Hastings, was also struggling to walk and stay active.

But following a full knee replacement at The Horder Centre, the father of five has made an incredible recovery and was back on his skis just six weeks following his operation. This followed the half replacement of his left knee eight months before.

Michael, who also works as a stock market investor, said: "The pain in my right knee was getting much worse but following



the two operations the improvement was dramatic.

"The Horder Centre was fantastic. The operation has had such a positive impact and has enabled me to work full time. Thank you for giving back my active life."

- 99.4% of patients said they were satisfied with the overall service
- 99.6% of patients said they felt cleanliness at the Centre was good, very good or excellent
- 99.5% of patients said they would recommend the Centre
- 99.7% of patients said they were treated with dignity and respect at all times
- 98.1% of patients said the standard of the written information they received before leaving the Centre was excellent, very good or good

Figures taken from 4507 service questionnaires sent to patients in the year up to June 2011



# REACHING OUT



## Reaching out

As a charitable organisation, making an impact on the communities we serve is an essential part of our work.

Providing easy access to our services is crucial to ensure as many people as possible can benefit from the care we provide. Being better informed allows patients to understand their treatment options, helping to overcome any anxiety they may have.

To achieve these aims we have:

- Successfully launched outreach clinics in Eastbourne and Hastings, allowing patients in these areas to benefit from our services in their own locality
- Held several educational evenings to inform our patients, local GPs and allied health professionals about advances in orthopaedic treatments

**“Having physios from The Horder Centre at the Apollo Centre has made it so much easier for me.”**

Outreach patient Tracy Hudson

## Our outreach clinics

We have launched outreach clinics in Eastbourne and Hastings to deliver physiotherapy sessions for our NHS patients as well as those patients referring themselves to us directly.

Choose and Book patients can now also opt to be referred to one of our outreach clinics.

In many cases, the clinics help patients have treatment closer to home without having to make a long journey to The Horder Centre's main site in Crowborough.

In Eastbourne, The Horder Centre outreach clinic is based at the Apollo Centre, part of the Princes Park Medical Centre.

A similar outreach clinic is also operating at the Station Plaza Medical Centre in Hastings.

Both clinics have proved extremely popular. From January to December 2011, 733 appointments were attended by The Horder Centre patients at the Apollo Centre. And since our Hastings clinic opened in July, a total of 940 patients have attended appointments.

Due to the success of these clinics we are hoping to expand these services further in 2012 to enable patients to have their first outpatient appointment with their consultant in Eastbourne or Hastings.

## Education events

To help the public better understand some of the more common musculoskeletal conditions, The Horder Centre has organised a number of educational events in the past year.

The events have allowed the public to meet some of the Centre's leading consultant surgeons together with our team of physiotherapists and to hear first-hand what treatments are available for conditions such as arthritis and low back pain, and how to better maintain and improve body mobility through the ageing process.

The events are part of the Centre's commitment to providing easy access to our services and to engaging with the communities we serve.

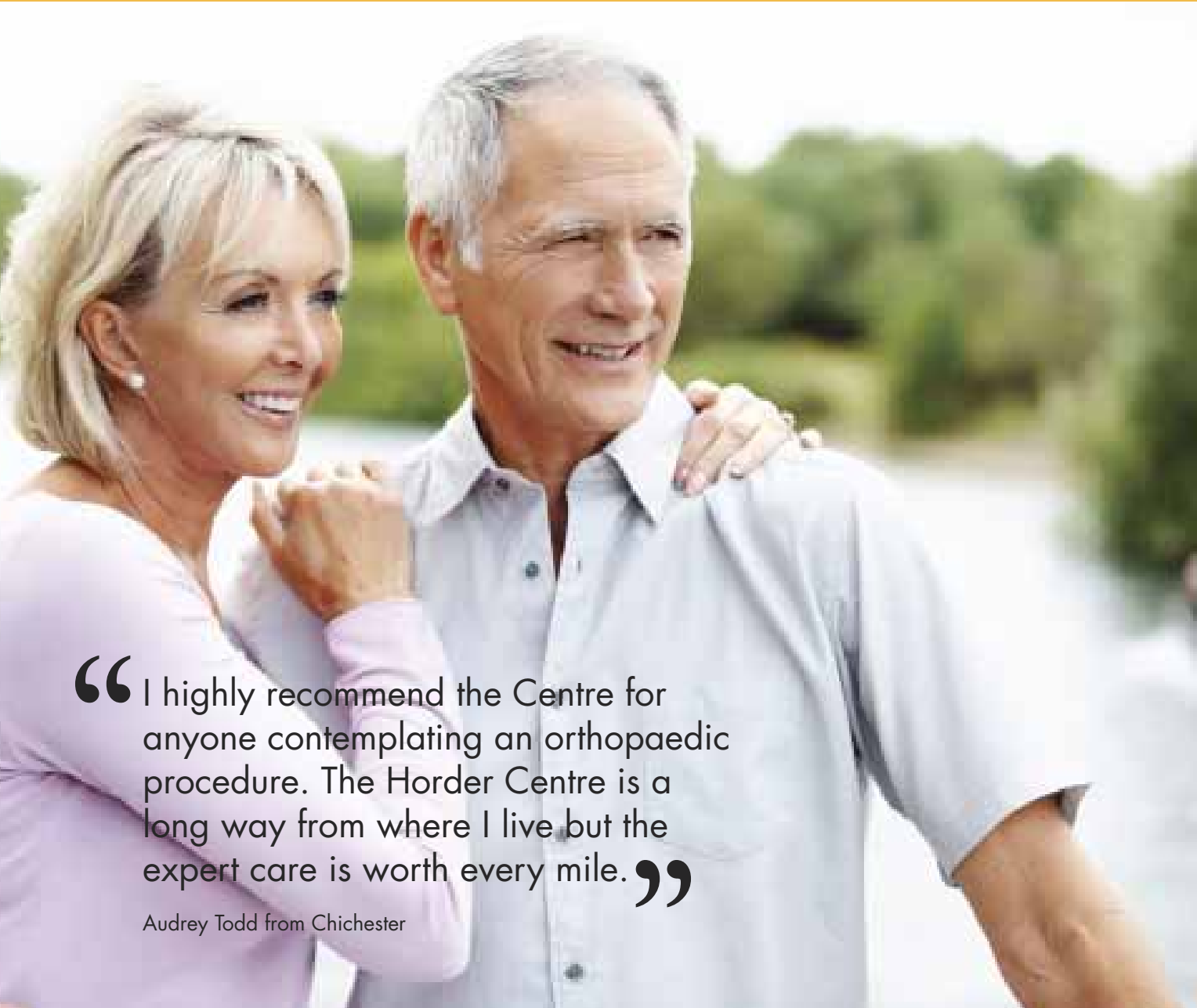
In addition, we have also held GP educational events, sponsored by some of our key suppliers, which have dealt with the latest advances in orthopaedic care, and through hands-on demonstrations have given attendees valuable information that has assisted in their Continuous Personal Development programmes. More events are planned in the months to come – details will be posted on our website, [www.hordercentre.co.uk](http://www.hordercentre.co.uk)

**“There are over 200 musculoskeletal conditions affecting millions of people – low back pain is reported by 80% of people at sometime in their life.”**

Department of Health, Musculoskeletal Services Framework



# QUALITY



“ I highly recommend the Centre for anyone contemplating an orthopaedic procedure. The Horder Centre is a long way from where I live but the expert care is worth every mile. ”

Audrey Todd from Chichester

## Establishing and ensuring effective performance

As a charitable organisation, The Horder Centre seeks to make a positive impact on the lives of our patients, and key to this is ensuring the care we offer is high quality, safe and effective.

Our commitment to quality is evidenced by our high quality performance and aspiration to continually improve the outcomes and experience for our patients through the dedication of all of our team.

We have very high levels of patient satisfaction, excellent clinical outcomes, very low levels of hospital acquired infection, including zero hospital acquired MRSA.

We are particularly proud of the improvements we have made to patient care with more informative and consistent patient information throughout their whole pathway of care; the decreased length of stay we have achieved for joint replacements enabling patients to return home sooner; and also the commencement of outreach 'Hub and Spoke' centres for physiotherapy, enabling local access for patients.

There is a well established Integrated Governance structure at The Horder Centre, ensuring all the necessary controls are in place to ensure quality and that the Centre is properly managed and directed at all times.

Rachel Ward, Director of Clinical Services, with Dr Paul Reynolds, the Medical Director, work hand in hand with the Medical Advisory Committee, led by Mr Mike Fordyce, Consultant Orthopaedic Surgeon, who together with the full Board, ensure all clinical professionals deliver high quality, good clinical outcomes, which meet or exceed the ever increasing expectations of our customers.

Our key areas for quality improvement in the last year have focused on:

- Clinical Effectiveness
- Patient Safety
- Patient Experience
- Process Efficiencies
- Capital Investment Programme

### Our achievement highlights include:

- Zero MRSA or MSSA blood stream infections, zero clostridium difficile
- Decreased patient complaints to 0.33% of all inpatient episodes
- Higher than national average scores for PROMS, Patient Reported Outcome Measures
- Decrease in length of stay for joint replacements enabling patients to return to their home environment safely, but sooner.

**“Nearly one quarter of all adults are affected by long-standing musculoskeletal problems, such as arthritis, that limit everyday activities.”**

Department of Health, Musculoskeletal Services Framework

### Patient Reported Outcome Measures

Patient Reported Outcome Measures, or PROMS, are among the many checks and audits we participate in to ensure patient satisfaction levels remain high.

The Department of Health, recognising that it is important to measure quality from a patient perspective, introduced PROMS for a number of procedures undertaken on NHS patients, including hip and knee joint replacement surgery.

The PROMS audit records the percentage of patients who scored a post-operative improvement (in measures such as pain, stiffness and mobility) as compared to their score in a pre-op questionnaire.



The most recent study revealed once again that for the vast majority of our patients, there was significant improvement following their operations, above the national average:

- For knee procedures we scored 92.54% (the national average was 91.72%)
- For hip procedures we scored 96.88% (the national average was 95.81%)

## AMONGST THE BEST

“Dr Foster welcomes the inclusion of the Independent Sector within this year’s Hospital Guide. It is important for complete transparency across the quality agenda, allowing providers, patients and regulators an insight into relative performance.”

The Dr Foster Team



### Independent recognition of excellence

Through our clinical outcomes we can demonstrate our progress towards achieving our aspirations of delivering high quality, effective and safe care. We measure and report our findings and these have recently been reviewed by an independent body.

The Dr Foster organisation was set up to empower patients and improve transparency in healthcare and do this through the publication of the Dr Foster Hospital Guide. This is an independent and highly respected report, a recognised source of information on hospital performance, which is published annually. The 2011 guide includes, for the first time, information on independent and private hospitals such as The Horder Centre.

We are proud to report that The Horder Centre has been named as among the UK’s best providers.

Dr Foster looked across three key indicators of quality for elective hip and knee replacements including the number of patients who spent long periods in hospital, the number of emergency readmissions within 28 days of the operation and the proportion of repeated procedures within a year.

The Horder Centre, as a good performing provider, have fewer long stay patients, lower emergency readmissions and lower revision rates.

The Guide states that **“Private hospitals providing services to NHS patients get good outcomes and positive patient ratings... If you are one of those patients, these organisations can offer a high-quality service.”**

As a charity, The Horder Centre treats NHS patients as well as private patients. More than 96% of people treated at The Horder Centre are NHS patients, referred through Patient Choice, which allows people to ask their GP to send them to a specific hospital.

The Dr Foster guide also looked at the feedback patients give regarding their stay in hospital, something The Horder Centre has done for many years and which is reported on elsewhere in this document. Dr Foster found that “it is the quality of the interaction with staff which overwhelmingly makes the difference between a pleasant hospital experience and a dreadful one”. This mirrors our own findings and explains why we are so proud of the excellent feedback we receive.

For more information you can view the Guide at [www.drfoosterhealth.co.uk](http://www.drfoosterhealth.co.uk)

**“The Horder Centre has been highlighted within the Dr Foster Hospital Guide as being amongst the top 11 best performing hospitals for total knee replacement operations in England.”**

The Dr Foster Team



**“The Hospital Guide confirms what I’ve known for a long time about The Horder Centre. I am delighted that we are now being recognised nationally as a Centre of Excellence”.**

Dr Paul Reynolds, Medical Director, The Horder Centre



## BUILDING FOR THE FUTURE



“It really is a superb gym and offers wide access to leading physiotherapy techniques and sports injury treatments at The Horder Centre, all under one roof.”

Sally Gunnell OBE

### Leading the way in physiotherapy

Our new physiotherapy gym is now a world class facility and home to the Centre's dynamic Physiotherapy Service.

As well as treating patients recovering from orthopaedic procedures such as joint replacements, the two-storey gym has opened up a new market for The Horder Centre, including sports clubs seeking acute injury assessment and return-to-sport rehabilitation.

The gym also provides classes including Pilates and yoga which can be tailored for people with low back pain.

Sally Gunnell OBE unveiled a plaque at the gym in September and praised the facility as "remarkable". She said: "It is wonderful to be here today to share The Horder Centre's vision and to see this remarkable facility.

"It really is a superb gym and offers wide access to leading physiotherapy techniques and sports injury treatments at The Horder Centre, all under one roof. Certainly within sport, injury prevention is essential and I am jealous that I did not have access to a facility like this in my time."



The Horder Centre hopes to work with numerous local sports clubs by offering pre-season injury screening packages across a diverse range of disciplines from football and rugby to basketball and athletics.

Sam Blanchard, Physiotherapist at The Horder Centre, said: "This gym gives us a platform from which to launch a new era for The Horder Centre. Now is a great opportunity for us to expand our horizons and help the sports men and women within our area."

## Redevelopment programme

The Horder Centre's reputation as a UK centre of orthopaedic excellence has been strengthened by our on-going capital redevelopment programme.

The quality of our outcomes and ensuring as many people as possible have access to the care we provide has been a key driver in this project.

Meanwhile, patient journeys through The Horder Centre are now greatly improved, starting with our stunning new reception and coffee shop entrance (as pictured below), more en-suite patient rooms and refurbished communal areas.



### THE HORDER CENTRE CHARITY APPEAL



BUILDING FOR THE FUTURE

Externally, new therapeutic gardens have been created to give patients other places to recuperate and exercise, and extra car parking spaces have been added. More of both are planned for the future.

The multi-million pound programme will also deliver a new admissions suite, a new day care centre and a new pre-admission assessment clinic.

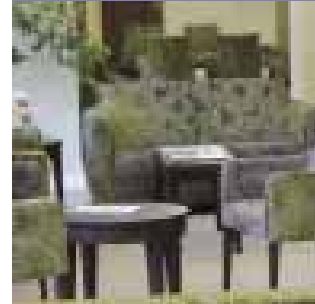
To help us fund the programme, our in-house fundraising team launched a new charity appeal called Building For the Future, which has successfully raised thousands of pounds while also promoting the project.

Diane Thomas, Chief Executive of The Horder Centre, said: "We are incredibly proud of what we have achieved in the last 12 months to secure our reputation as the leading provider of orthopaedic services in the South East.

"The redevelopment programme has not only enabled us to improve our outcomes for patients but also to deliver new services to an even wider audience, all based on the same high level of quality and care that we are committed to.

"I am encouraged by the very positive feedback we have received, a clear indication that the redevelopment has made a real impact on our patients and staff."

Further details of our fundraising appeal can be found on our website [www.hordercentre.co.uk](http://www.hordercentre.co.uk)



# FINANCIAL REPORT

	UNRESTRICTED FUNDS	
	Total Funds 2011 £	Total Funds 2010 £
<b>INCOMING RESOURCES</b>		
Income from generated funds:		
Voluntary income	198,925	465,645
Investment income	223,187	158,852
Income from charitable activities	20,999,926	20,790,511
Other incoming resources	32,186	2,775
<b>TOTAL INCOMING RESOURCES</b>	<u>21,454,224</u>	<u>21,417,783</u>
<b>RESOURCES EXPENDED</b>		
Costs of generating funds:		
Fundraising and publicity	69,160	114,271
Charitable activities:		
Patient services	16,625,531	16,255,128
Governance costs	32,363	29,573
<b>TOTAL RESOURCES EXPENDED</b>	<u>16,727,054</u>	<u>16,398,972</u>
<b>NET INCOMING RESOURCES BEFORE OTHER RECOGNISED GAINS AND LOSSES</b>	4,727,170	5,018,811
<b>OTHER RECOGNISED GAINS AND LOSSES</b>		
Gain on disposal of investment assets	-	15,093
Gain on revaluation of investment assets	377,128	95,124
<b>NET MOVEMENT IN FUNDS</b>	5,104,298	5,129,028
<b>TOTAL FUNDS AT 1 JULY 2010</b>	<u>24,621,579</u>	<u>19,492,551</u>
<b>TOTAL FUNDS AT 30 JUNE 2011</b>	<u>29,725,877</u>	<u>24,621,579</u>

All activities relate to continuing operations.

These accounts are a summary of information extracted from the statutory financial statements for the year ended 30th June 2011.

Baker Tilly UK Audit LLP reported on the statutory accounts as auditors and gave an unqualified audit report. The annual report and accounts were approved by the Board of Directors and will be submitted to the Charity Commission and the Registrar of Companies in due course.

These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity.

For further information, the full annual accounts, the auditor's report on those accounts and the Trustees' annual report should be consulted; copies of these can be obtained from:

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

## RESERVES NOTE

The Horder Centre requires investment in equipment and facilities of £14.7m to achieve its charitable aims and deliver its vision for the future.

The Horder Centre is also subject to fluctuations in its income and expenditure, which would impact on service quality and funding if the effects were not equalised over a period of time. For these reasons, The Horder Centre has calculated it requires unrestricted reserves of £24.3m, of which £14.7m is designated for investment. Of the £29.7m currently held in reserves, approximately £10.9m is represented by buildings and other fixed assets, resulting in £18.8m of unrestricted reserves. There is therefore a shortfall in unrestricted reserves of £5.5m.



## BALANCE SHEET

	2011 £	2010 (as restated) £
<b>FIXED ASSETS</b>		
Tangible assets	10,926,744	7,319,892
Investments	<u>7,056,721</u>	<u>6,679,593</u>
Tangible assets	17,983,465	13,999,485
<b>CURRENT ASSETS</b>		
Stock	552,610	567,576
Debtors	1,607,152	4,911,258
Investments	6,160,213	4,000,000
Cash at bank and in hand	<u>6,023,251</u>	<u>2,542,098</u>
	14,343,226	12,020,932
<b>CREDITORS</b>		
Amounts falling due within one year	(2,600,814)	(1,398,838)
<b>NET CURRENT ASSETS</b>	<u>11,742,412</u>	<u>10,622,094</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<u>29,725,877</u>	<u>24,621,579</u>
<b>FUNDS</b>		
Unrestricted	29,725,877	24,621,579
<b>TOTAL FUNDS</b>	<u>29,725,877</u>	<u>24,621,579</u>

## CASH FLOW STATEMENT

	2011 £	2010 £
Net cash flow from operating activities	7,232,628	4,521,067
Returns on investments and servicing of finance	178,846	138,399
Capital expenditure and financial investment	(4,171,845)	(4,213,987)
Net cash inflow from charitable donations	<u>241,524</u>	<u>326,825</u>
<b>CASH INFLOW BEFORE FINANCING</b>	3,481,153	772,304
Financing	-	-
<b>INCREASE IN CASH IN THE YEAR</b>	<u>3,481,153</u>	<u>772,304</u>

## RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET DEBT

	2011 £	2010 £
Increase in cash in the year	3,481,153	772,304
<b>NET FUNDS AT 1 JULY 2010</b>	2,542,098	1,769,794
<b>NET FUNDS AT 30 JUNE 2011</b>	<u>6,023,251</u>	<u>2,542,098</u>

## Independent auditor's statement to the members of the horder centre

We have examined the summary financial statement for the year ended 30 June 2011.

### Respective responsibilities of directors and the auditor

The directors are responsible for preparing the summary financial statement in accordance with applicable United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the summary financial statement with the full annual financial statements, and its compliance with the relevant requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the company's full annual financial statements describes the basis of our opinion on those financial statements.

### Opinion

In our opinion the summary financial statement is consistent with the full annual financial statements of The Horder Centre for the year ended 30 June 2011 and complies with the applicable requirements of Section 427 of the Companies Act 2006 and the regulations made thereunder. We have not considered the effects of any events between the date on which we signed our report on the full annual financial statements (2 November 2011) and the date of this statement (21 November 2011).

### BAKER TILLY UK AUDIT LLP, Statutory Auditor

#### Chartered Accountants

Hanover House, 18 Mount Ephraim Road,  
Tunbridge Wells, Kent, TN1 1ED

These financial statements were approved and authorised by the Board of Directors on 27 October 2011.

Mr R Greenhalgh Director

THE  
**HORDER**  
CENTRE  
THE PATIENT'S CHOICE



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Charity No: 1046624