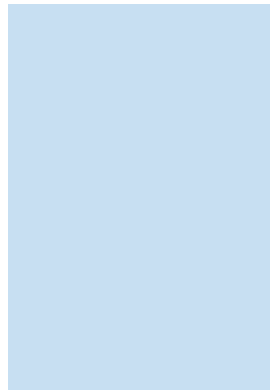
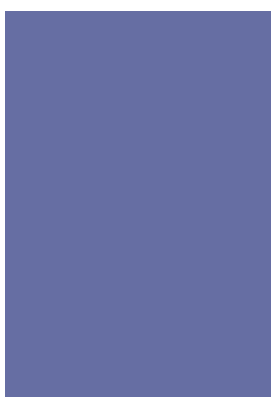




HORDERHEALTHCARE



IMPACT REPORT 2014



60
YEARS
OF
OUTSTANDING
CARE
1954 - 2014



OUR VALUE
CARING



“Horder Healthcare’s mission is to be a leading provider of high quality healthcare services, demonstrably improving people’s health and striving to make a positive difference to their lives. We have developed a therapeutic approach to care, underpinned by a set of values and principles that has a positive effect on how people are cared for and I am truly proud of the way our staff really make a difference. This Impact Report gives you a flavour of the work of our charity and the positive effect we are making on people’s lives.”

Di Thomas, CEO



Who we are and what we do

Founded in 1954, Horder Healthcare is a registered charity whose purpose is to advance health. This year we are celebrating 60 proud years of making a difference.

The focus of our activity has always been on providing outstanding musculoskeletal (MSK) services, including elective orthopaedic surgery and physiotherapy. We provide these from our therapeutic hospital, The Horder Centre in Crowborough, East Sussex and outreach sites across the South East. NHS patients can be referred by their GP through 'Patient Choice', whilst private patients can pay for their own treatment or access our services through their health insurance provider.

We also run a range of health and wellbeing specialist classes and services from these sites, which are well supported by the local communities.

Seeking to enhance the lives of people who suffer from MSK conditions such as arthritis and prevent the development of such conditions for those at risk, we have created an informative website providing specialised MSK and health and wellbeing information, including videos and articles from our own clinical and national experts.

Horder Healthcare plays a significant role in the community, supporting people, patients, clinicians and other healthcare organisations including charities with health and wellbeing education. We have an extensive volunteer service, comprised of people from the community we serve.

The impact we make

by Di Thomas, CEO

The case for managing and treating MSK conditions is very strong from a clinical perspective and there is a mass of evidence on the healthcare benefit of the work we do, including patients' own reports of the impact of the surgery on their lives (please see section 'Quality Outcomes'). However the wider and longer term benefits of our work have been harder to define. We commissioned Baker Tilly, acknowledged specialists in the field of SROI (Social Return on Investment), to design a model (opposite) and an approach which would help us focus on how the effects of our work, beyond improving immediate health outcomes for patients, has a wider impact and positive effect on the patient's ability to engage in life, which in turn has an important effect on society. We have featured within this document a selection of high level insights from their study which was conducted using a tried and tested group research approach called 'Action Research Methodology'. I commend their findings to you in the full report, which is available online at horderhealthcare.co.uk.

For me personally this report will help to describe the impact of Horder Healthcare, and its value as a charity, in a wider context. On a more fundamental level it will help planning, assisting us to focus on and invest in those things which will advance health and provide benefit to patients, families and the state. It is therefore my intention that we build upon this work and conduct necessary research in order to specifically explore how we can:

Obtain more information around the benefits that access to timely physiotherapy brings to beneficiaries

Help reduce the risks of falls in the wider community

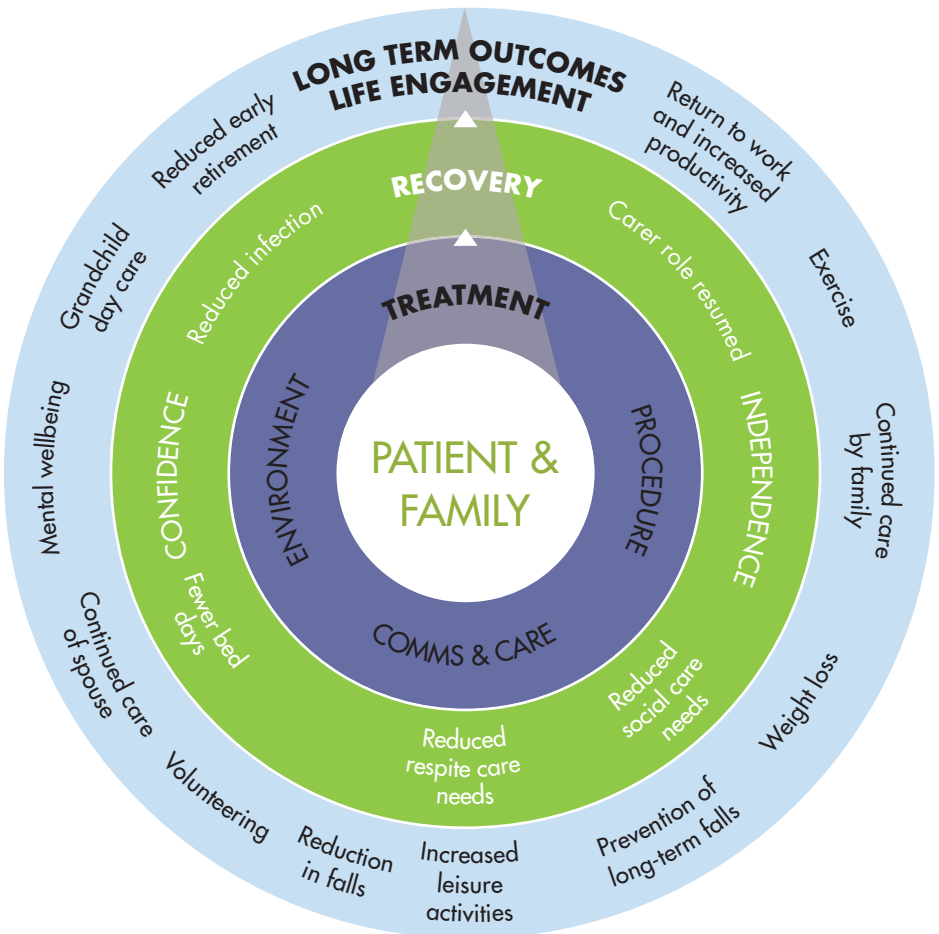
Enable access to our services for patients from all socio-economic groups

Explain in more detail the benefits we bring to patients, their families and the state

“SROI is concerned with the immediate impact and wider social effects of an organisation’s work.”

Baker Tilly

Horder Healthcare SROI Model



Horder Healthcare SROI study

For our study the primary focus was on economic and social benefits. We measured three areas of activities during 2013 – total hip replacements and knee replacements and MSK physiotherapy. The study found that there were three themes that related to social outcomes for patients, staff and their families. These are:

Theme 1: **The Procedure**

The impact of the procedure on the wellbeing of the patient and how it has changed their ability to participate in life.

Theme 2: **The Care Environment**

The environment in which patients receive care from cleanliness and comfort to the facilities.

Theme 3: **Communication and Care**

The way we communicate with our patients and other stakeholders involved with their care, from the first to the last appointment and beyond.

“There are significant benefits that we have already derived from this piece of work, including the fact that it has brought together different staff groups, patients and volunteers who all worked positively together toward a common purpose of describing the charity’s contribution, from very unique perspectives.”

Di Thomas, CEO



Read the full SROI Report online

horderhealthcare.co.uk

Key findings from the study

The evaluation found that the impact of Horder Healthcare's work with the patient groups for hip and knee replacements during 2013 was over **£33.5 million** in gains for patients and their families, for the state, employers, staff and Horder Healthcare as a charitable organisation. This figure was arrived at once deductions had been made for factors such as changes patients would have experienced regardless of our intervention, for example.

Short term outcomes evaluated for treatment and recovery included reduction in hospital bed days, reduced readmissions within 28 days of discharge and quicker treatment from referral. These amounted to **£2,123,296** (after deductions). These gains were identified when comparing patient experience to national averages.

Long term outcomes evaluated relating to health and wellbeing included reduced primary care (day to day healthcare needs such as GP visits), increased employment and productivity and improved ability to fulfil social roles such as volunteering amounted to **£31,228 895** (after deductions). These important social roles present significant value in terms of financial value and overall wellbeing within society.

"The evaluation found that a strong culture of care, patient centricity, use of volunteers, high staff satisfaction, the therapeutic environment and well designed processes – from pre admission to discharge contributed towards these outcomes."

Baker Tilly

A group comprising a range of Horder Healthcare and Baker Tilly staff, patients and volunteers were created to oversee the work of the SROI evaluation. We included our own staff within the project to enable them to learn from the process of the research, to better embed the results and to help them develop informed future strategies.

The Action Research Group

Read what some of the team thought about the study



“The first Horder SROI report has really reinforced the values of Horder Healthcare. The research groups have been able to gather together experiences and examples of the positive changes we make for people’s lives. The action research group included staff from many different areas – we were able to identify the social and economic outcomes created by Horder Healthcare for not only the patients but their family and friends as well as the wider community as a whole.”

Beverley Asprey,
Project lead, Clinical Governance Manager

“As a physiotherapist working in the outpatient setting, I have found my involvement in the SROI project extremely valuable. Seeing a patient improve within their course of physiotherapy care is very rewarding but this project reinforced the fact that the physiotherapy input I provide is just a small part of the patient’s journey and contributes to a much bigger positive change in that person’s life. It emphasised the importance of a cohesive effort from the teams throughout the hospital and allowed me to work with staff members that I usually wouldn’t have made contact with in my day to day duties. It was a very positive experience.”

Hannah Munn, Physiotherapist



“It was a brilliant insight for everyone – I felt very privileged to be part of the research group and felt that everyone was incredibly passionate about the organisation. I really enjoyed it.”

Sylvia Cass, Healthcare Assistant



"SROI is a way of understanding, in words and numbers, the wider social value of your work. That is, how does your work affect people's lives in a range of ways – such as their work life, home life, mental wellbeing, relationships, physical wellbeing, their role in the community and so on. Every organisation has some level of social cause and effect from their work. SROI is a tool that allows us to measure this

effect, it seeks to understand the story of change after a user has experienced a service, or intervention, how that change came about – and who played a role in that change, including how much of a role Horder Healthcare has played in the changed lives of its patients.

It is measured because social effects matter. The policies government form, or the ways which organisations work with people, or how charities work with beneficiaries, all have a wide effect, and so too a cost or a gain.

We approached the research by forming a research group, using action research, made up of those working on the front-line at Horder Healthcare as well as patients. We wanted to understand how patients' lives are affected by the conditions that bring them to Horder, and what changes for them after their treatment – such as being able to take care of grandchildren or partners. We learnt that a lot changes, and conducted secondary research to support (or to counter) what we were hearing in the workshops, as well as to pick up other effects.

Most striking, in my view, is just how socially valuable older people are to society. Value is so often measured in terms of economic contribution via jobs, yet we see from this report that our older generation continue to play an extremely important role in our social and financial economy after they retire.

The experience of working with the team at Horder Healthcare has been an excellent one. It's been clear that there is strong buy-in across the organisation for this work and that has helped the progress of the project enormously."

Carla Ross, Senior Research Manager, BWB, in partnership with Baker Tilly

Theme 1: The Procedure

“One of the notable features of Horder Healthcare’s work is how the culture, people and systems enable patient-centred care to be delivered from the first appointment.”

Baker Tilly

Our impact

Research shows that a strong culture of care, patient centricity, use of volunteers, high staff satisfaction, the therapeutic environment and well designed processes contribute towards good clinical outcomes.

One of the key findings from the report highlighted that hip and knee replacement procedures have an effect on the patient’s ability to reintegrate back into life, to care for their family, resume social activities and return to employment. These important social roles present significant value in terms of financial value and overall wellbeing within society.

“Most people’s hospital stay is made or broken by nurses, as that’s who they will have the most continual contact with. We’re providing patients with 24 hour care.”

Tracey, Night nurse

As a result of our high levels of patient care The Horder Centre was shortlisted in 2014 for a national HSJ/Nursing Times Patient Safety and Care Award in the musculoskeletal care category. Our submission described how the hip and knee surgical pathway that our patients follow at The Horder Centre perfectly illustrates the link between patient safety, outcomes, and experience in the following:

Timely intervention and treatment to improve and reduce variability of outcomes

Effective rehabilitation services to help patients to maintain or regain their mobility and independence

Supportive care to help patients and their families to manage pain and disability



"My wife Jackie and I thoroughly enjoy tennis officiating at all levels, both at home and abroad, but I would have had to retire from first class umpiring in 2009 if it were not for the excellent treatment I received at The Horder Centre."

Jim Hollins, Former Patient

"Prior to my operation I was going back and forth to my GP and was on constant strong painkillers. I can now enjoy everyday activities such as walking my dog and mowing the lawn, more importantly I can play an active role in looking after my granddaughter. Just last week I decorated her bedroom for her, something I would never have been able to do before. I haven't had to go back to my GP about knee pain since my operation, which was almost 6 years ago now."

Bill Purbrick, Former Patient and Volunteer



"I had both knees replaced at The Horder Centre. Recently I went on holiday with my husband to Guernsey. Our aim was to do what we have done in the past, coastal walking on the rocky south coast. Armed with Nordic walking sticks I achieved my ambition and managed five miles per day for three days. After having each knee replaced I did all the exercises (hard at times), but I recommend anyone having the same surgery that these are essential if you want to attain your goals as I have done. Thank you and your team for giving back so much of my life in terms of gardening and walking."

Elizabeth Brewer, Former Patient

"I found all staff concerned to be courteous, reassuring and informative at all times, which provided me with a great level of confidence as to the final outcome."

Leonard Driver, Former Patient





"It's a beautifully laid out building amongst pine forests – glorious aroma of pines – lovely gardens and welcoming local volunteers. It's small enough to be very friendly – parking is free and right by the door. I happily travelled from Ramsgate for this."

NHS Choices review

The Horder Centre is rated as a 5* healthcare organisation on NHS choices.

Read what our patients think at www.nhs.uk.



"The difference is obvious as soon as you enter The Horder Centre. It's a hospital with wonderfully dedicated, skilled and friendly staff and the latest equipment. But it doesn't smell like a hospital. There is a calm and relaxing atmosphere which sets one's mind at rest. I have stayed twice in seven months for knee replacements and would recommend it wholeheartedly. The rooms are spacious with garden views and the care is the best I've experienced anywhere."

NHS Choices Review

Theme 2: **The Care Environment**

Therapeutic environment

Horder Healthcare believes in creating therapeutic spaces that have a positive impact on people's mental wellbeing, in turn enhancing their recovery. A great amount of attention is paid to the decor and materials that are used within the spaces. We consult with patients, through forums and patient satisfaction surveys, to find out what really matters to them.

We have recently introduced a brand new kitchen and dining room at The Horder Centre which will enable patients and family members to eat together, along with

hospital staff. Alongside our therapeutic gardens, this new dining room creates an additional social space where patients can interact with others.

“...Not everything that is important can be directly measured – such as the value to a patient of the garden, or sharing meals during their stay with a spouse, or the total value of improved mental wellbeing... While the treatment methods have changed since Horder Healthcare's inception, patient centred care and the creation of optimal healing environment has continued to be at the heart of its work as a charity.”

Baker Tilly

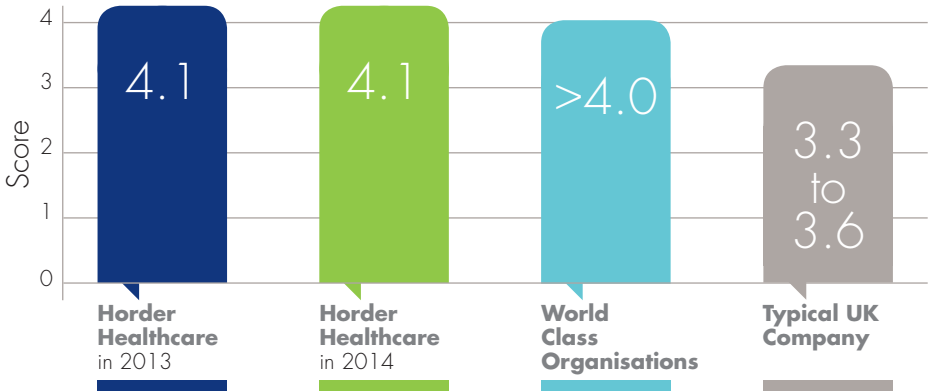
Watch our patient journey video available at horderhealthcare.co.uk for a visual tour around The Horder Centre.

Staff engagement

Research shows where there is strong staff engagement the patient experience improves, inspection scores (NHS) rise, and infection and mortality rates are lower.*

Our scores for staff engagement have remained high over the last 2 years with an overall staff engagement score that is on par with world class companies.

Overall engagement score



This has been noted as highly likely to contribute to our overall outcomes such as reduced infection rates and achieving timely discharge. The culture also influences attitudes towards safety and infection.

As a result of our high levels of staff engagement we have been shortlisted for the national Personnel Today Awards 2014 for the 'Employee Engagement Award for under 1,000 employees.'

Hear what our staff have to say in our 'Working for The Horder Centre' video online at horderhealthcare.co.uk

*West, M.A., and Dawson, J.F., 'Employee engagement and NHS performance', University of Sheffield for the King's Fund, 2012



“The way in which Horder Healthcare staff orient around a patient goes beyond staff satisfaction, and rather seems to be in the DNA of the organisation.”

Baker Tilly

“A cultural difference here is that it’s everybody’s job to clean the operating theatre. Cleaning is part of care, just as it is for a parent; it’s not something that is below anybody. That’s why infection control is very strong here... Having staff who feel they have the right equipment, at the right time, with the right amount of resources to do their job, is enough motivation for most people. In a risk packed environment like this people will only work effectively when they are being valued and when they think that their input is something to be acknowledged.”

Joe Christmas, Theatre Manager



“The culture within which staff operate at Horder Healthcare plays a key role in how staff deliver day to day care, as well as how they contribute helping to advance care.”

Baker Tilly

“Every Friday evening I spend two hours on Dufferin Ward as a Patient Journey Support Volunteer. The role includes checking on all the patients, helping the nurses and replenishing the rooms for new patients. It is a very busy and extremely enjoyable two hours – something I would recommend to anyone who could spare a couple of hours a week! Wanting to pursue a career in medicine, the time spent on the ward allows me to gain invaluable experience in a clinical setting.”

Max Bennett, Volunteer



“I was so grateful to The Horder Centre after having both hips replaced with them that I wanted to give something back. Volunteering seemed an ideal opportunity to do that and I joined in 2011. I volunteer in the reception area. My day involves escorting patients to their appointments and for their operations. I chat with them and try to alleviate any fears they may have – especially as I have been in their shoes! There is always something I can help with. I love meeting people and I really enjoy my role.”

Gill Purvey, Volunteer



Volunteer support

We currently have over 70 volunteers of all ages that work within Horder Healthcare. The SROI study identifies that through a well managed system volunteers are able to offer their skills and increase their future employment prospects. In addition, patients that have had treatment to increase their mobility are then able to contribute to society in a volunteering capacity.

Our outreach

Over the past year Horder Healthcare has introduced a new outpatient and physiotherapy facility in Seaford to add to existing outreach centres in Tunbridge Wells and Eastbourne. These centres offer a diverse range of services from minor surgery to health and wellbeing classes, which not only benefit The Horder Centre patients who can have their pre and post appointments closer to home, but also enable us to provide health services to increasing numbers of people.

“For an ageing and less mobile population accessing care closer to home is likely to reduce stress and travel costs.”

Baker Tilly

For further information on our outreach centres and services please visit horderhealthcare.co.uk

Theme 3: Communication and Care

Health and wellbeing services

Health and wellbeing information helps enable patients to self-manage conditions, as well as preventing the development of musculoskeletal and more serious conditions and incidents such as falls.

An expanded range of health and wellbeing services including yoga, Pilates and fitness classes are now available at The Horder Centre and our outreach locations. As a charity we aim to make these as accessible and affordable as possible. This enables us to provide quality services to more people within our community, encouraging them to manage their health independently.

In addition to our classes and services we have created a Healthy Living section within our website which showcases videos created by our expert clinicians and physiotherapists, including those that illustrate exercises for post surgery hip and knee replacements and preventing back pain. The section also includes a selection of recipes, dietary advice and articles. Visit horderhealthcare.co.uk to find out more.

In 2014 we developed a staff 'Exercise at your desk' computer programme in conjunction with our physiotherapy team, which actively encourages office staff to take regular breaks for short bursts of physical activity. These exercises are designed to prevent repetitive strain injuries and promote wellbeing. This software was part of an entry which has been shortlisted for a 'Health at work' Personnel Today Award 2014.

Glenda Rogers, HR Manager for Horder Healthcare, said:

"We are really thrilled to be on the shortlist as of course, being a healthcare charity, health at work is of paramount importance."



"I have been coming to Modified Pilates (intermediate) for over a year now.

I really can see the difference in my general mobility and strengthening of my core.

I find it very reassuring that Debra, our instructor, takes such care that we are doing everything correctly at our level of ability, whilst encouraging us positively to stretch ourselves!"

Diana Whyman, Class Attendee

"The Work Foundation reports that MSK conditions reduce a patient's ability to perform in the workplace... The reduction in productivity due to MSK conditions is set to grow beyond current levels due to an ageing population and increasing obesity."

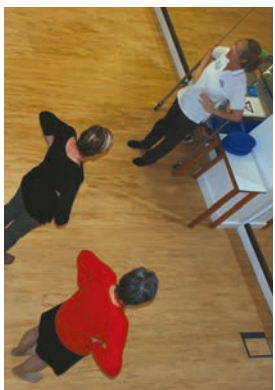
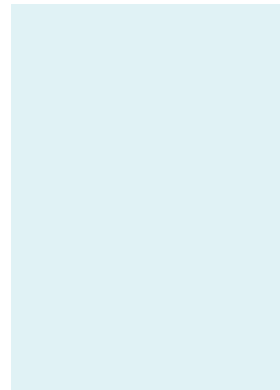
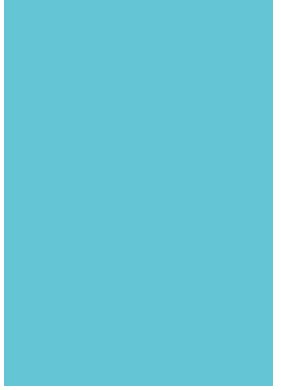
Baker Tilly



"The first time I attended a Modified Pilates class I was desperate to try anything that may relieve the constant pain I was experiencing every day (and night). After years of physicians, chiropractors, injections of every description and referral for surgery a consultant suggested I try Modified Pilates at The Horder Centre. In my first class Debra, the instructor, took me through the exercises with extensive care and attention to every detail. This gave me the confidence to continue.

The positive difference to my posture, strength and overall wellbeing is astounding. Pilates has enabled me to take control over my life allowing me to protect my own back without the use of any medication. The reduction in pain is quite profound."

Paula Walmsley, Class Attendee



Communication and sharing of information

Our charitable aim is to advance health and to benefit as many people as possible, and one of the ways we achieve this is by sharing data and information with professionals, the general public and local charitable organisations.

We give **REGULAR TALKS** to the public on health subjects. We recently held a 'Taking Control' event at our Seaford outreach centre that gave informative talks on managing arthritis.



100%
of participants

felt that it improved their understanding of the condition and were inspired to improve their lifestyle.

We regularly conduct **GP INFORMATION EVENINGS** at The Horder Centre and our outreach centres led by a team of Consultants.

We **SUPPORT OTHER LOCAL CHARITIES** and organisations within our community by sharing our facilities and resources.

We **SHARE KNOWLEDGE** of surgical processes to help other hospitals.

Quality outcomes

Our procedures:

During the year
01.07.2013 – 30.06.2014

5,142 procedures were carried out at The Horder Centre including:

874 primary knee replacements and
867 primary hip replacements

Patient Reported Outcome Scores (PROMS) for hip and knee replacements

PROMS record a patient's level of pain, stiffness and mobility and compare their scores after surgery with scores recorded before their operation.

Knee replacement

The Horder Centre scored **95.7%** compared to the national average of England **93.7%**

Hip replacement

The Horder Centre scored **99%** compared to the national average of England **97.2%**

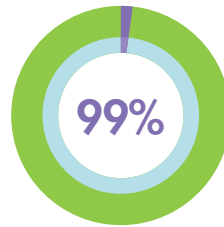
Data collected April 2013 – March 2014
(published August 2014)

ZERO MRSA The Horder Centre has no reported cases of MRSA

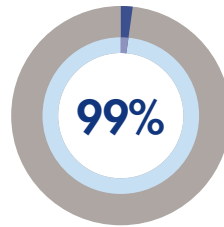
What our patients say...



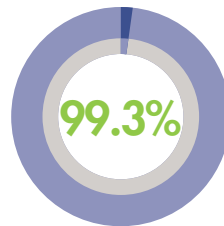
100% OF PATIENTS were generally satisfied with their care and treatment



99% rated their experience as **VERY GOOD** or **EXCELLENT**



99% of all patients indicated that they were likely or very likely to **RECOMMEND TO FRIENDS AND FAMILY**



99.3% of all patients felt that the **CLEANLINESS** of The Horder Centre was excellent or very good

Figures are for the financial year ending 30.06.2014

Physiotherapy outcomes

This year our MSK physiotherapy teams at The Horder Centre and our outreach centres have continued to collect outcome measures to demonstrate the effectiveness of our services.

We are delighted to show that we have consistently continued to demonstrate positive improvements in all 5 areas of our quality of life measure (mobility, self care, usual activities, pain/discomfort, anxiety/depression) and over this year we have demonstrated that on average **87% of our patients** have shown a significant improvement in their function following physiotherapy treatment. This is an **8% improvement** on last year's average score.

PLACE audit 2014

Each year we conduct a PLACE audit (Patient Led Assessment of the Care Environment) at The Horder Centre and invite a mixed team of patient assessors and staff led by an independent external assessment manager to assess four key areas:

Cleanliness

Food and Hydration

Privacy, Dignity and Wellbeing

Condition, Appearance and Maintenance

Our results

Year	Cleanliness	Food and Hydration	Privacy, Dignity and Wellbeing	Condition, Appearance and Maintenance	Averages
2014	99.71%	98.54%	93.10%	100.00%	97.84%

We are delighted that in a year our average score has increased by **3.83%**

Holder Healthcare Locations



HORDERHEALTHCARE

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

Tel: 01892 665577

holderhealthcare.co.uk

Registered Charity No: 1046624

