

Making a difference

Impact Report 2017

HORDERHEALTHCARE

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Horder Healthcare is a leading independent healthcare provider working across Kent, East and West Sussex, delivering high quality care across a range of treatments and services for both NHS and private patients.

From The Horder Centre, our specialist hospital in Crowborough, and outreach clinics in Eastbourne, Seaford and Tunbridge Wells, we provide outstanding orthopaedic and musculoskeletal care. Our hospital in East Grinstead, The McIndoe Centre, offers patients the very best cosmetic and plastic reconstructive surgery (referred to collectively as 'plastic surgery' throughout this document) and ophthalmic, maxillofacial and vein treatment. Since becoming part of Horder Healthcare, The McIndoe Centre has introduced orthopaedics too, allowing us to treat even more patients with musculoskeletal conditions.

As a charity, we set ourselves apart by being true to our values. We are Caring and Friendly, delivering Quality healthcare with Integrity and Pride. Guided by these values, we will continue to deliver the outstanding care that our name has become synonymous with.

HORDERHEALTHCARE

We make a difference



We are continuously looking at ways we can take Horder Healthcare forward for the benefit of our patients and our people who work so hard to deliver a service that really makes a difference.

Education and training is vital to creating a culture where everyone feels valued, whether they work within Horder Healthcare to deliver an outstanding service or they are a patient receiving outstanding care.

Our ethos of advancing health can be seen not just in our promotion of healthy living but within our own team. MSK Clinical Quality Manager Matthew Carr has conducted a pioneering national research study that could result in changes to care in the future. As a City and Guilds Training Centre we are training an increasing number of clinical staff across the organisation. We are also introducing more Internal Quality Assurers to give more people the opportunity to achieve their goals.

The dedication of our team and our five core values of caring, friendly, quality, integrity and pride shone through in our CQC inspections at both The Horder Centre, where we received a rating of "outstanding" overall and The McIndoe Centre, with a rating of "good" overall.

Patients at both hospitals spoke of the high level of care they received, that they were always treated with dignity and respect and that our team went the extra mile to exceed expectations.

We are constantly striving to develop new services and have opened a specialist ophthalmology suite, featuring the latest in diagnostic equipment at The McIndoe Centre. Now our internationally renowned team of consultant ophthalmic surgeons are under one roof enhancing the quality of service for patients.

Our patients are of paramount importance and we are proud that our patient outcomes and patient satisfaction scores continually exceed national averages.

Richard Tyler, Chief Executive

(October 16 – September 17)

Our impact in numbers

As an independent healthcare provider, Horder Healthcare treats both NHS and private patients offering a first class care service to thousands of people across the South East of England.



33,819

Physiotherapy appointments



24,837

Consultant outpatient appointments



12,764

Exercise class attendees



1,030

MRI Scans



2,531

X-rays

86

Maxillofacial
procedures

153

Vein
treatments

434

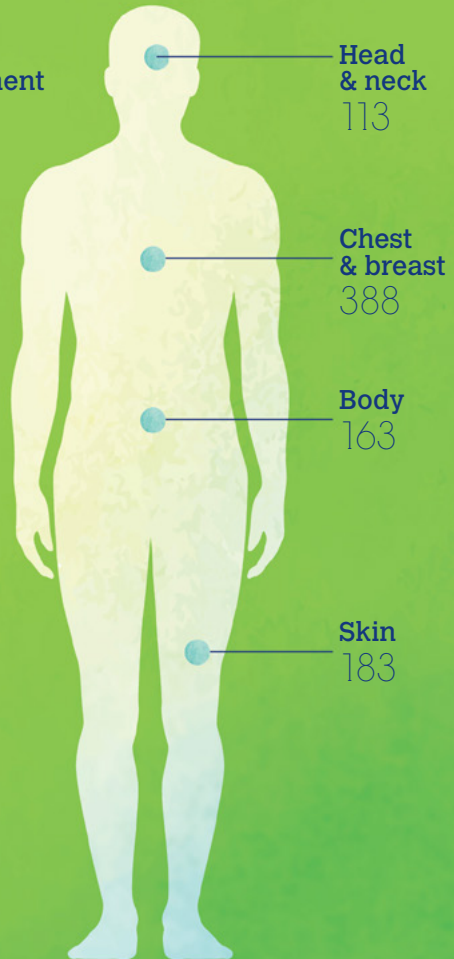
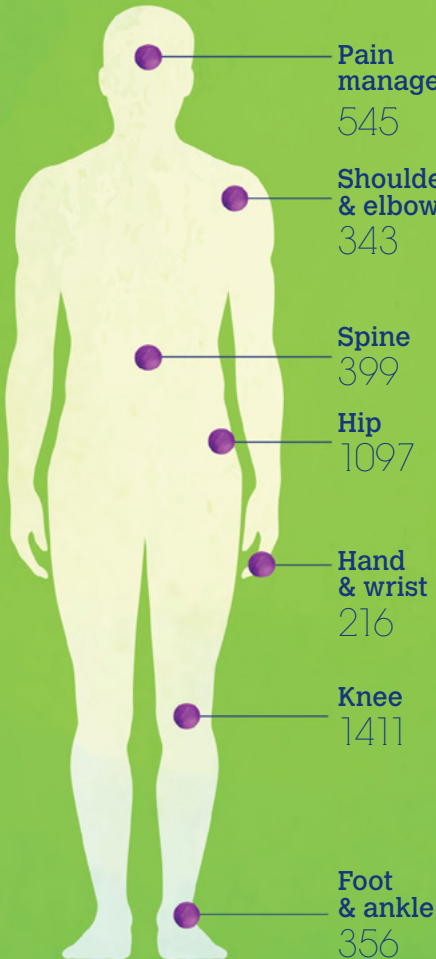
Ophthalmology
procedures

4367

Orthopaedic
procedures

847

Plastic
procedures



How are we rated?



The Care Quality Commission (CQC) is responsible for regulating and inspecting health services in England. Our two hospitals, The Horder Centre and The McIndoe Centre, both had CQC inspections in 2017 and we were delighted with their performance. The outcome of the inspections demonstrate the excellent care delivered at both hospitals and the high standards we are committed to achieving.

The Horder Centre

The Horder Centre received an overall rating of 'Outstanding'. Inspectors said the orthopaedic hospital was outstanding for its effective, caring and responsive services and that patients said staff "went the extra mile and the care they received exceeded their expectations".

"All patients we spoke to felt staff were caring. One patient told us that the care they received was 'second to none' and another patient said 'all the safety checks undertaken made me feel at ease'.

"There were a variety of mechanisms to provide psychological support to patients and their supporters. This range of services meant that each patient could access a service that was relevant to their particular needs. For example those with spiritual needs, patients whose first language was not English, or support for people living with dementia or learning disabilities."

"Patients told inspectors they 'loved the hospital', received great care and they were always treated with dignity and respect."

The McIndoe Centre

We are very proud to announce that The McIndoe Centre earned a rating of 'good' overall after the first inspection of the hospital since becoming part of Horder Healthcare. Richard Tyler, Chief Executive of Horder Healthcare said: "We are very pleased that the CQC has rated The McIndoe Centre as 'good' and that it recognises we are effective, caring and responsive to our patients and that our services are well-led. Since taking over the hospital in 2015, we have embarked on an ambitious refurbishment programme that forms part of our strategic vision to extend our reach, to identify healthcare needs within communities and work collaboratively with others to provide these services."

The inspected areas of surgery, outpatients and diagnostic imaging were all rated 'good' overall and highlights included:

- A strong safety culture with policies and systems in place
- Robust governance systems that were understood by staff and which were used to drive service improvements
- Kind, caring and compassionate behaviour towards patients

Contributing to the advancement of healthcare

As a leading healthcare provider we not only strive to deliver the best care possible to our patients but we are also committed to the advancement of healthcare and the improvement of standards nationally.

Improving musculoskeletal (MSK) clinical standards

The Musculoskeletal Services Framework (Department of Health, 2006) sets a clear vision that people with MSK conditions should have access to high quality, effective services to ensure they 'fulfil their optimum health potential'.

Following a review of our MSK physiotherapy service in 2012, it was established that a robust framework was required which combined staff competency measures with outcomes for patients. Matthew Carr, then the MSK Clinical Quality Manager at Horder Healthcare, brought the two sets of measures together this year into one framework, aiming to support the staff in their professional development and to improve patients' experiences and outcomes.

The framework includes all stages of clinical contact with patients, from their first interview and diagnosis, through prognosis and different treatment choices, to treatment itself and end results. This unique combination of measures allows the Horder Healthcare MSK team to review results every two months.

Matthew says: "This is an approach that can be tailored for both junior and senior staff and we review results every two months, looking at the trends to inform our in-service training needs. It is accomplishing what we intended – improvements for staff and for patients."

"Linking the two measures is innovative; even though the physiotherapy team has grown rapidly, from a handful of therapists when I started to 32 now, we have seen staff skill levels increasing alongside an increase of significant improvements in patients' conditions – that latter measure rising from 66% to over 90% at its peak."





The framework, which is in place at all of our physiotherapy sites – Crowborough, Seaford, Eastbourne and Tunbridge Wells – has not only had benefits for patients but is also welcomed by our teams of physiotherapists. “Our team are positive about our focus and support for clinical skills improvement. It is not difficult to get used to and staff engagement has been high throughout. It means that we can take people straight out of university and bring them up to a standard where patients benefit very quickly.”

Matthew Carr is currently working towards a National Institute of Health Research (NIHR) supported Masters in Clinical Research at the University of Brighton. This is a two year part-time programme that commenced in October 2017. This will enable development of skills to lead healthcare research in practice and will allow Matthew to undertake a piece of research working with the MSK physiotherapy team at Horder Healthcare.



In November 2016 this innovative approach to staff training and patient care took Matthew Carr to the European Region of the World Congress of Physical Therapy in Liverpool. As an example of good practice, Matthew shared

this framework with his fellow clinicians and healthcare managers to show how combining staff competency measures with outcomes for patients is working positively for both groups.

“We have seen staff skill levels increasing alongside an increase of significant improvements in patients conditions.”

"This will help... benefit patients, clinicians and the orthopaedic sector as a whole."

Our role in the wider healthcare sector

National Joint Registry (NJR) - There are a wide range of implants that can be used in joint replacement operations so it is important to keep track of the performance of these different types and continuously improve patient outcomes. Horder Healthcare shares performance data with the NJR which in turn can monitor the performance of these implants and the effectiveness of different types of surgery. This will help improve clinical standards and benefit patients, clinicians and the orthopaedic sector as a whole. This also enables Horder Healthcare to only offer the highest quality rated prosthesis to patients.

Breast Registry - The Breast and Cosmetic Implant Registry has now been running for 12 months. The McIndoe Centre is a registered hospital and contributes data to the Breast and Cosmetic Implant Registry. The registry will allow the identification of possible trends and complications relating to specific implants. The registry is also designed so that implants can be traced in the event of a product recall or other safety concerns relating to a specific type of implant.

Patient Reported Outcome Measures (PROMs)

- Horder Healthcare submits outcome data from patients undergoing total hip and knee replacements. PROMs is a national resource gathering data from NHS, private and independent hospitals to help monitor and drive improvements in the quality of joint replacements. Our scores remain consistently above the national average. Read our scores for 2017 on p26.

National Orthopaedic Alliance (NOA) - The

NOA is focused on creating a vanguard programme as part of the NHS England New Care Models programme and consists of 25 members, one of which is Horder Healthcare. The NOA's aim is to improve services and then create a framework of consistent high quality care for orthopaedic patients. Horder Healthcare participates in workshops and recently has contributed to the National Orthopaedic Alliance Short Guide to Clinical Coding for Clinicians. This is a guide to help clinicians recognise how clinical documentation directly affects coding quality.



Patient Stories

Paul Bonett

Paul Bonett achieved a rare standard in the UK in the Japanese martial art, Aikido – just one year after his second hip operation at The Horder Centre.



Paul, 64, undertook his 6th Dan grading (martial art ranking system) at a recent international seminar following a strict rehabilitation programme that focused on strength and flexibility after his second hip replacement in 2016. Paul's first hip was replaced by consultant surgeon Sentil Velayudham in 2013 after The Horder Centre was recommended by a friend.

A keen runner, the problems with Paul's hip had stopped him tackling longer distances but just two years after the first operation, he cycled from the Orkneys to Brighton, playing golf every other day!

Paul, who is Managing Director of Brighton estate agency Bonett's, said: "I have already recommended The Horder Centre to friends. I had a super experience there. The personal attention and very nice accommodation made it very different.

"My fitness was pretty compromised before the operations but I took the rehabilitation very seriously and since then have been able to return to my aikido training and teaching with renewed vigour, plus daily cycling and some running, though keeping to under five miles. It all shows the efficacy of great surgery and focused rehab."

"My fitness was pretty compromised before the operations but I took the rehabilitation very seriously and since then have been able to return to my aikido training"

"Fellowships offer an excellent opportunity for real-life experience."



Supporting doctor training

Fellowships

The pathway of training to become a consultant is a long and intense one. The entire process takes many years including medical school, foundation and specialist training. To become one of the surgeons of the future an individual must first complete medical school; the process is extremely competitive and takes four or five years to complete. Graduating from medical school, the individual then completes a two year foundation course and on completion progresses onto speciality training (ST) phases for another eight years. Towards the end of ST the individual can undertake a fellowship which provides appropriate specialist expertise and will provide the individual with credible and appropriate experience to apply for a consultant post.

Fellowships offer an excellent opportunity for real-life experience in techniques and procedures that may otherwise be difficult to access in a non-specialised area. As Horder Healthcare is a leading provider in 'orthopaedic and plastic surgery it is committed to helping develop the next generation of consultants in these fields.

The post of aesthetic fellow at The McIndoe Centre represents the first of its kind and has been welcomed by the British Association of Plastic, Reconstructive and Aesthetic Surgeons (BAPRAS) and the British Association of Aesthetic Plastic Surgeons (BAAPS) and sanctioned by the Programme Director of the Pan-Thames plastic surgical training rotation for medical trainees. The post of aesthetic fellow forms part of a four-monthly rotation carried out by the trainees. The individual receives a placement at the

Queen Victoria Hospital in East Grinstead working 50% of their time at The McIndoe Centre. The fellow is expected to be fully engaged in auditing, research and multidisciplinary team meetings at The McIndoe Centre with a view to peer review publications. The fellow is also expected to present the publications and its contribution to aesthetic training at local, regional and national meetings.

In 2018 we will introduce an orthopaedic fellow at The Horder Centre so that potential specialist orthopaedic surgeons can benefit from the vast amount of experience provided by the consultant led clinical teams in the provision of first class orthopaedic care.

GP education events

Doctors will spend their entire careers staying up to date with the latest developments in their specialism as medicine evolves and surgical techniques improve. Horder Healthcare offers Continuing Professional Development (CPD) education for GPs where they can learn from some of the leading consultants in orthopaedic and plastic surgery who treat Horder Healthcare patients.

The Horder Centre in Crowborough and The McIndoe Centre in East Grinstead hosted a series of successful free GP education events throughout 2017 including talks from Consultant Orthopaedic Surgeon Sam Rajaratnam and minor surgery workshops with Consultant Plastic and Reconstructive Surgeon T C Teo attracting GPs from as far as Brighton and Surrey. At The McIndoe Centre, there is a large waiting list for future workshops with plans to introduce new topics relevant to primary care.

Committed to long term training excellence

Horder Healthcare is building a reputation for its unique offering of quality, onsite education available for all clinical staff.

Our aim is to promote learning and development throughout the organisation by providing inspirational assessment and teaching methods, whilst creating a calm, relaxed learning environment to meet all the individual needs of those we support. Recognised as a City and Guilds Training Centre, The Horder Centre has supported over 60 learners to complete a range of awards. This has included certificates, full diplomas and a Continuing Professional Development (CPD) package. This has allowed us to support the healthcare assistants at the Centre to meet the changes to the national minimum standards, which Skills for Health implemented as the new Care Certificate in 2015. We ensure that all of our healthcare assistants have or are working towards level 2 or above, which is higher than the national minimum standard. We have recently registered The McIndoe Centre as a satellite centre and are in the process of training our own assessors there in order to deliver qualifications across both sites.

"Our aim is to promote learning and development throughout the organisation."

Dementia Awareness

In conjunction with the Butterfly scheme (a system of hospital care for people living with dementia), all clinical staff at The Horder Centre are required to complete a Level 2 City and Guilds qualification to gain better understanding of how to care for those with dementia and to improve the patients experience of the hospital.

Val Funnell, NVQ Training Centre Manager at The Horder Centre says:

"Our aim is to create a dementia friendly environment within our hospital. We help our staff to become more aware of how they receive, communicate with and care for dementia patients, aiming for the best possible outcome from their hospital experience."

Non-clinical staff

As a training centre, our vision is to develop and support staff throughout Horder Healthcare. We would also like to support non-clinical staff to have the opportunity to challenge themselves to move forward in their career. Our planned two year objective is to deliver our training programmes outside of our hospitals, sharing our knowledge and expertise.

Case studies:

Supporting our staff for the benefit of all

Rebecca Cooper

Rebecca Cooper started her career with Horder Healthcare as a Care Assistant. Through hard work and the ongoing support of the organisation Rebecca achieved a Level 3 NVQ in Health and Social Care and went on to complete assessor training in 2008. To meet the ever changing nature of the organisation she went on to train as an Internal Quality Assurer (IQA) and gained a teaching qualification. Rebecca worked alongside Val Funnell, the Training Centre Manager, in achieving the City and Guilds approved centre status at The Horder Centre in 2011. This outstanding achievement provides the organisation with well trained and enthusiastic staff, undoubtedly delivering better quality care for our patients. Rebecca has now been appointed as Manager for the City and Guilds Accredited Centre.



Juanita Tullef (centre), Health Care Assistant at The McIndoe Centre receiving her Care Certificate from Nasreen Young, Theatre Lead (left) and Rebecca Cooper, Horder Healthcare Clinical Training Facilitator (right).

Caron Pooley and Chris Davies

Previously part of the house keeping team, Caron and Chris expressed an interest in moving into the clinical team. Chris chose to apply for a position as a therapy care assistant and Caron chose to become a healthcare assistant, and both were successful in their applications and subsequent training. They are now thoroughly enjoying their new roles!

"I have relished the opportunities and experience that completing my qualification has given me. I have strived to maximise my skill set as I know that well trained and enthusiastic staff make for the best patient experience and care."

The McIndoe Centre developments



In 2015, The McIndoe Centre became part of Horder Healthcare and an ambitious £8 million refurbishment programme began. This has allowed us to improve and extend the services we are able to offer to include cosmetic and reconstructive surgery, ophthalmology, vein treatment and maxillofacial surgery. In 2016 we introduced orthopaedic surgery to The McIndoe Centre too furthering the reach of our outstanding orthopaedic care.



Much progress was made in 2017 as new clinical and diagnostic facilities were added to the centre. The first phase of the new ophthalmic suite was officially opened and has extended the range of diagnostic tests available to patients with eye conditions, giving consultants the best possible information with which to plan their treatment. The new consulting room and dedicated waiting area ensure patients are seen in comfort and privacy.

Dental and maxillofacial surgery received a boost as our new treatment room opened its doors for the first time. Together with new state of the art X-ray equipment being added to our outpatient treatment area, the new facilities mean dental and reconstructive surgeons can plan treatment more effectively and carry out additional procedures in dedicated rooms. Our highly specialised team of consultant oral and maxillofacial surgeons treat complex conditions of the face, neck, jaw and mouth using the latest technology. This enables us to provide individualised care for patients ensuring the best possible outcomes. Attracting patients from across the country and instilling confidence in a vast number of GPs and dentists, we are the first choice for complex referrals.

Our admissions lounge is now open and as well as making patients more comfortable, the space is regularly used for demonstrations and events.

All patients coming to The McIndoe Centre for in-patient treatment are assessed and prepared for admission by our Pre-Admission team of specialist nurses. The new pre-assessment centre has just been completed, providing purpose designed rooms allowing every patient the opportunity to discuss their needs in privacy and with all facilities to hand.

Looking ahead, we are delighted to announce major work is now underway developing a brand new day care suite, greatly enhancing our ability to provide specialist day surgery and treatment in the future. With private rooms for patients before and after their treatment, a new operating room fully equipped for a wide range of procedures and with our consultants able to offer new and more effective treatments without the inconvenience of an overnight stay, we are looking forward to a very exciting 2018.





Patient Stories

Victoria Strong

Victoria Strong's cancer was detected at a very early stage after an annual mammogram. After a mastectomy, Victoria opted to have implants put in. What she didn't know, like many others, is that implants can be rejected by the body. This led to her implant hardening and moving.



She said "To say the result was unsightly was an understatement. I started seeing myself from the neck up, I felt very disconnected from who I was. Cultural messaging no doubt shapes us and I think somewhere I'd internalised the notion that ALL cosmetic concerns are superficial luxuries. Au contraire! I came to understand that how I lived in my body was key to how I lived my life."

After speaking to her GP about the implants, immediate arrangements were made for her to see a specialist reconstructive surgeon. Someone "very nice, highly skilled and creative". That someone was Martin Jones who it turns out was all that, and more: "Mr Jones embodied what I was looking for in a surgeon; someone who works from the perspective that breast cancer recovery and reconstruction is about the overall quality of each patient's life, long after leaving the operating theatre.

"From check-in onwards I knew I was in good hands and so I relaxed into the next days and weeks. Each of us who receive a diagnosis of breast cancer have a unique set of circumstances that accompany us on our journey to wellness. It's imperative we remember this and that we accept no less from those who treat us.

During my hospital recovery, the entire staff said they'd never seen someone recover so quickly. That's a testament to Martin Jones, first and foremost."

It has been two years since the breast reconstruction surgery. The reconstruction has paved the way for Victoria to be able to reconnect to herself: "even with scars and bandages when I looked into the mirror, I smiled. Well, hello me!"

"From check-in onwards I knew I was in good hands and so I relaxed into the next days and weeks."

Promoting healthy living

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 providing a range of health and wellbeing information.

This enables people to self-manage conditions and make healthy lifestyle choices, as well as preventing the development of musculoskeletal and more serious conditions and incidents such as falls. We provide a range of information on various health and wellbeing topics via our magazine Making Strides, our information point at The Horder Centre and through our many online channels including our websites, apps, social media and videos. At horderhealthcare.co.uk and themcindoecentre.co.uk everyone can access:

- Online exercise classes demonstrated by physiotherapists and experts, including those that illustrate exercises for post surgery hip and knee replacements and preventing back pain;
- Recipes, healthy eating advice and videos by an award winning dietician;
- Articles by our renowned consultants and clinical specialists on procedures and common conditions.

New patient support app

We are currently developing an interactive app that will complement our existing printed information guides to total hip and knee replacements. This innovative new app will enable patients to register their procedure date and receive helpful advice to successfully prepare for surgery and then optimise their recovery afterwards with videos of exercises and advice from our clinical experts.

Rachel Pepe, Inpatient Therapy Quality Manager said 'The use of technology to support a patient's recovery following an operation is growing in popularity with patients reporting these kinds of apps as an invaluable resource. We have developed a high quality, easy to use app that aims to support patients throughout their journey by giving clear visual guides on what to expect at each stage, how to complete exercises and how to increase independence. We are really excited to see the benefit that our patients will experience from using our new app.

The app will be free of charge to download through the App Store and other major platforms. We look forward to launching the app in 2018.

Patient information events at The McIndoe Centre

We help enable our patients to make an educated decision about whether surgery is right for them through regular information evenings. Led by our renowned Consultants, these events have seen a rise in popularity and interest from the local community and we have covered a wide range of topics from breast reconstruction to varicose vein removal. Feedback received from attendees consistently praise the level of information provided, how at ease they felt with their consultant and the friendliness of staff, all of which allows them to make an informed decision.



Our volunteers

Our 50 strong team of volunteers support both the clinical and administrative teams at our hospitals and clinics and help make Horder Healthcare a special place to work and receive care. Our volunteers are at various stages of their lives; either retired and looking to carry on making a difference in their community or embarking on a healthcare career in which case Horder Healthcare is there to help them gain experience and take the next steps.



Sue Smith

Sue Smith, a retired auxiliary nurse of 25 years, decided to volunteer at The Horder Centre after seeing an advert whilst waiting for a consultant appointment. After two years of volunteering on the ward, Sue decided to commence a training programme with the support of Horder Healthcare and return to work as a healthcare assistant.

Sue says "When I saw the advert for volunteering, it made me think how nice it would be to get back into a hospital environment and do something of use as I had time on my hands! Being a volunteer is very rewarding, I felt I was really supporting the staff and helping to deliver a great patient experience.

Having worked in many hospitals in the past, I was pleased to see that the patients were treated as individuals not just a bed number. Although the staff are very busy, they still maintain a cheerful smile and friendly approach to all patients and to other staff."

"With the support of Horder Healthcare I will be undertaking a training programme and I am looking forward to being part of the friendly clinical team."



Alexandra White

Alexandra White started volunteering in February 2017 when she decided that she wanted to pursue a career in physiotherapy after completing her A Levels and university.

Alexandra explains "My role is to visit patients on comfort rounds, making sure they are well and have everything they need, as well as assisting the staff where possible. Performing this role has helped me to develop my communication skills as well as demonstrating the kind of attributes you need when working with patients who may be in pain; for example, being empathetic and compassionate towards the patient's needs.

It has also made me certain that I want to pursue a career in physiotherapy due to witnessing the work that physiotherapists at The Horder Centre perform, and the amazing impact it has on patients and their recovery. I love volunteering because you get to meet so many new people and hear all their interesting stories.

"You feel like you are giving something back to the community, even if it is bringing someone a cup of tea or just making someone smile!"



Bill Purbrick

Bill Purbrick decided to become a volunteer at The Horder Centre after his experience as a patient.

Bill says "I had a very good experience at The Horder Centre. When I was 70 years old I was told that I needed a new knee joint and having never been in a hospital for all those years, I was very worried! I spoke to the surgeon and he put my mind at rest. I went on to have a very successful operation and the aftercare was superb.

"When I heard they were looking for volunteers I decided to help in The Horder Centre car park, assisting patients arriving for appointments.

"I have made some great friends and I feel my role is really appreciated by everyone, enhancing the patient experience and helping the Centre run smoothly."

Quality outcomes

Figures for October 2016 - September 2017

Horder Healthcare carried out a total of:



Patient Reported Outcome Measures (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. For both hip and knee surgery, scores are above the national average.

99.2% Hip surgery patients

94.5% Knee surgery patients

(Figures for April 2016 - March 2017, The Horder Centre)

What our patients say after their procedures:



99%

were likely or very likely to recommend Horder Healthcare to friends and family.

(Excludes The McIndoe Centre prior to January 2017)



97.8%

rated their experience as very good or excellent.



98.3%

felt that the cleanliness of The Horder Centre and The McIndoe Centre was very good or excellent.

Physiotherapy outcomes

Our physiotherapy teams continuously measure the outcomes of their patients in order to maintain the high standards of treatment. We are pleased to report that over 79% of patients experience a significant improvement in their condition.

PLACE audit 2017

PLACE (Patient-Led Assessments of the Care Environment) audits are carried out annually to assess the standard of non-clinical aspects of all hospitals including cleanliness, food and appearance. These assessments are carried out by members of staff and the public to help identify room for improvement and also highlight what is being done well.

The Horder Centre surpassed the national average in all eight criteria scoring 95.6% for Dementia, compared to the national average of 76.7%, and scoring 99.7% for Cleanliness whilst the national average is 98.4%. The Horder Centre achieved a combined average score of 98.2%.

In its most recent PLACE audit in 2016, The McIndoe Centre achieved a combined average score of 93.32%.





The McIndoe Centre
East Grinstead

The Tunbridge Wells Clinic
Tunbridge Wells

The Horder Centre
Crowborough

The Seaford Clinic
East Sussex

The Eastbourne Clinic
Eastbourne

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