

# Impact Report 2018



Everything we do revolves around our core values, delivering **QUALITY** healthcare with **INTEGRITY** and **PRIDE** and always providing a **CARING** and **FRIENDLY** service.



# who we are

Horder Healthcare is a leading independent healthcare provider and charity based in Sussex, delivering high quality care across a range of treatments and services for both NHS and private patients.

Our charitable purpose is to advance health and the relief of patients suffering from ill health, and we achieve this by providing surgery, care and treatment programs from our hospitals and outreach centres:

- The Horder Centre (THC) focuses on providing musculoskeletal services, including elective orthopaedic surgery and physiotherapy. We demonstrate significant improvements in outcomes for our patients and have developed wellness and exercise classes to promote fitness and self-management.
- The McIndoe Centre (TMC), which Horder Healthcare acquired in 2015, currently offers a wide range of plastic and reconstructive surgery, as well as oral and maxillofacial surgery and ophthalmology.
- Our outreach centres provide a means for delivering clinical and wellness services to people in their local communities through advanced practitioners and physiotherapists.



# Where we began

The Horder Centre for Arthritics, as it was first named, was founded in 1954 by Cecilia Bochenek.



By Charles Gallannaugh  
President of Horder Healthcare

The eminent physician, Lord Horder, was its first President. Cecilia Bochenek, who suffered from rheumatoid arthritis, aimed to establish residential centres where people with arthritis could be helped to overcome their disabilities and resume their place in society. In 1974 she was awarded the MBE for her achievement.

The Horder Centre, now part of Horder Healthcare, was opened on 27 October 1966 by HRH Princess Margaret, its third President, on land at Crowborough given to the charity in 1963 by Maureen, Marchioness of Dufferin and Ava. Cecilia Bochenek, working with her friend Dr Joyce Peake, overcame what many might have regarded as insurmountable difficulties to establish the early buildings and realise their vision for the centre.

Gradually however changes in medical practice meant that a change of direction was needed. Under the chairmanship of Denys Milne CBE and with the enlightened support of the Regional Health Authority it was decided to redevelop the centre for surgery and in October 1989 the first hip replacement was carried out. The idea of an independent hospital treating NHS patients, working alongside the nationalised system, was ground breaking at the time and remains uncommon today. The charity continues to build on the work of its pioneering founders. Today, Horder Healthcare runs two acute hospitals and from The Horder Centre, carries out over 2,000 hip and knee procedures a year.

**Charles Gallannaugh was appointed President of Horder Healthcare in 2018. He was instrumental in the development of The Horder Centre as a surgical centre in 1985, carrying out the first hip replacement operation at the Centre in 1989.**



# MOVING FORWARD



By Dr Richard Tyler  
Chief Executive

**"OVER THE LAST YEAR, WE HAVE CONSOLIDATED THE CENTRE'S REPUTATION FOR HIGH QUALITY PLASTIC SURGERY."**

Healthcare does not stand still. As Charles Gallannaugh makes clear, Horder Healthcare has evolved continually in response to medical advances and patient demand.

Looking back on 2018, I am proud of the place Horder Healthcare now occupies in the wider healthcare community. The Horder Centre, with its outstanding CQC rating, provides high quality orthopaedic care supporting the NHS in its commitment to treat patients in a safe and timely manner.

The Horder Centre was ahead of its time in recognising that the best orthopaedic outcomes occur in specialist centres undertaking high volumes of surgery uninterrupted by the pressures of emergency activity. I am proud to say that this has been recognised by Professor Tim Briggs, who leads the 'Getting it Right First Time' programme for orthopaedics. Professor Briggs recently met the team at The Horder Centre and agreed that we would act as pilot for his work with the independent sector.

Whilst orthopaedic surgery is one, very important, element of musculoskeletal (MSK) care, there is an increasing recognition of the role of physiotherapy in the treatment of a wide range of MSK conditions. Horder Healthcare has evolved to meet these new challenges. Our role within the Sussex MSK Partnership has seen us take on responsibility for the development of new treatment pathways for all the residents of East Sussex. Last year, as part of the

MSK service, our physiotherapists delivered nearly 30,000 1:1 treatment sessions helping patients remain healthy and active and avoid unnecessary hospital admissions.

The purchase of The McIndoe Centre represented a further evolution, broadening our geographical and speciality base. Over the last year, we have consolidated the Centre's reputation for high quality plastic surgery whilst introducing our brand of high quality orthopaedic care to the residents of West Sussex. In keeping with our commitment to the NHS, we have built a strong relationship with the neighbouring Queen Victoria Hospital NHS Foundation Trust, with the joint development of the McIndoe Aesthetic Fellowship scheme. This scheme is the first of its kind in the UK and we are proud to continue the path of teaching and innovation that was the hallmark of Sir Archibald McIndoe, one of the founders of modern plastic surgery.

**As we look forward to 2019, the only certainty is that there will be more change. Horder Healthcare has come a long way from its origins in 1954 and I am confident that we will continue to evolve, always remaining true to our charitable purpose to advance health and the relief of patients suffering from ill health.**

# our impact in numbers

(OCTOBER 2017 – SEPTEMBER 2018)

Horder Healthcare treats both NHS and private patients, offering an outstanding service and level of care to an ever growing number of people across the South East of England.



31,058

Consultant  
outpatient  
appointments

## PHYSIOTHERAPY



29,336

Appointments

19,082

Class attendances

## DIAGNOSTICS



888

MRI scans

2,640

X-rays



## SURGICAL PROCEDURES

148

Oral and  
maxillofacial  
procedures

48

Vein  
treatments

430

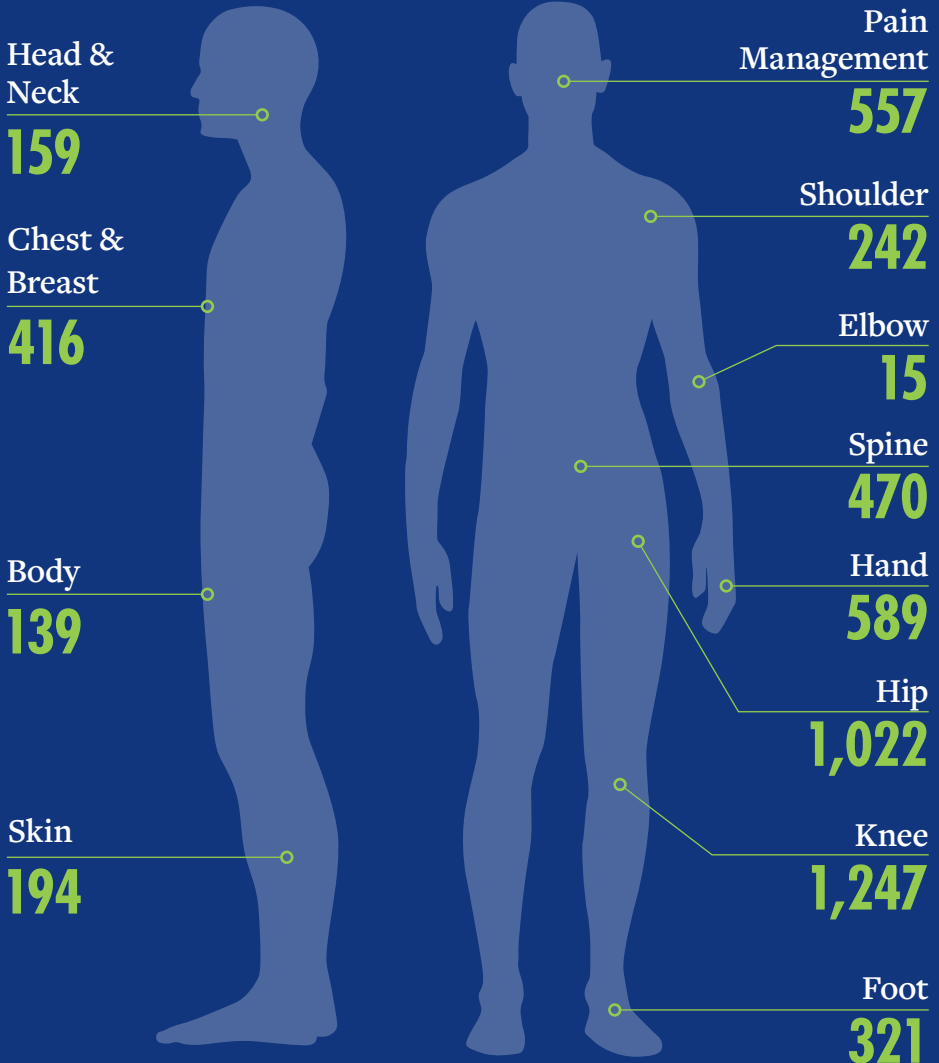
Ophthalmology  
procedures

908

PLASTIC/RECONSTRUCTIVE  
PROCEDURES

4,463

ORTHOPAEDIC  
PROCEDURES



# Quality outcomes





## 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. Using these measures, the number of patients who saw an improvement after surgery at The Horder Centre for both hip and knee surgery is above the national average.

## What our patients say after their procedure at The Horder Centre:

**98%** were likely or very likely to **recommend The Horder Centre to friends and family.**

**99%** rated **their experience** as very good or excellent.

**98%** rated the **cleanliness** as very good or excellent.

Scores reported between October 2017 and September 2018.

## Outpatient physiotherapy outcomes

Over the past year the outpatient physiotherapy service has continued to collect scores to show the benefit of physiotherapy treatment. These are also called PROMs scores and use objective measures to assess how successful treatment has been. In addition to this we were asked by commissioners to measure the number of people who do not complete a treatment or who did not complete both the pre-treatment and post-treatment scores.

We are pleased to reveal that the number of people reporting a significant improvement in their condition has averaged 77% since January 2018.

This is testament to the hard work of the physiotherapy team, who have also started collecting 'patient experience' scores. The score indicates how much patients feel they have benefited from attending the service by how strongly they would recommend the service to their family and friends.

We have been collecting this data since August 2018 and so far results are very encouraging with 99.6% of people saying they would recommend the physiotherapy service, and nearly 92% stating they would highly recommend the service.

## CASE STUDY

# Life changing treatment

Glen Noot, 52, suffered from arthritis in both knees for years before deciding to go ahead with double knee replacement surgery, just six weeks apart.



By Glen Noot

Glen explains: "As a refrigeration engineer I have spent a lot of time doing physical work such as carrying heavy equipment, and this inevitably took its toll on my knees which started to bow and deform. The two years prior to my surgery I really suffered with constant pain and sleepless nights, and had to replace the weekend activities I loved such as playing golf with laying on the sofa all day on painkillers.

"I only stayed in hospital three nights for the first knee replacement and two nights for the second, which was a lot shorter than I was expecting. I had four weeks of physiotherapy afterwards which although was painful, was preferable to living with arthritis and being in constant pain. The staff took excellent care of me and I felt I had been well prepared for my surgery. I was particularly impressed with how the team managed my pain so effectively.

"Since I had my knees replaced I have seen an absolutely fantastic change. I am six weeks in after the second knee and I am back to playing golf and getting back to work. I am pain free, sleeping well and I feel so much happier as a person. When you are prevented from doing the things you love all the time it can become a bit depressing. I would have had it done five years ago if I was given the opportunity."

**"THE STAFF TOOK EXCELLENT CARE OF ME AND I FELT I HAD BEEN WELL PREPARED FOR MY SURGERY."**







## HORDER HEALTHCARE:

# Clinical Excellence

As a leading healthcare provider we strive for excellence in every aspect of our service to our patients and our community. Here are some highlights from across the organisation that demonstrate our commitment to this ideal and illustrate how Horder Healthcare contributes to the wider healthcare sector.

## THE HORDER CENTRE

### National Joint Registry Quality Data Provider for 2017/18

We were delighted to receive recognition for our commitment to patient safety and be named as a National Joint Registry (NJR) Quality Data Provider for 2017/18, after successfully completing a national programme of local data audits. The NJR monitors the performance of hip, knee, ankle, elbow and shoulder joint replacement operations to improve clinical outcomes for the benefit of patients, clinicians and industry.

### PLACE Audit 2018

The Horder Centre scored well above the national average for its care environment in a patient-led assessment for 2018.

We were one of 270 healthcare organisations in England assessed for cleanliness, food and hydration, provision of care with privacy and dignity and meeting the needs of patients with dementia or a disability. The Horder Centre scored 99.7% for cleanliness and 88.7% for meeting the needs of patients with dementia compared to the national average of 98.5% and 78.9%.

Other scores included 98% for food, 92.9% for privacy, well being and dignity, 99.5% for appearance and maintenance and 95% for provision of care for people with a disability – all above the national averages of 90.2%, 84.2%, 94.3% and 84.2% respectively.



## Outstanding Care

The Horder Centre was highlighted as 'outstanding' in the Care Quality Commission's (CQC) first comprehensive review of independent acute hospitals in England. The CQC's report, published on April 11 2018, is an analysis of quality and safety of care given by 206 independent hospitals in England. The Horder Centre was one of 16 (8%) hospitals rated as outstanding and one of only two highlighted at this level in the report.

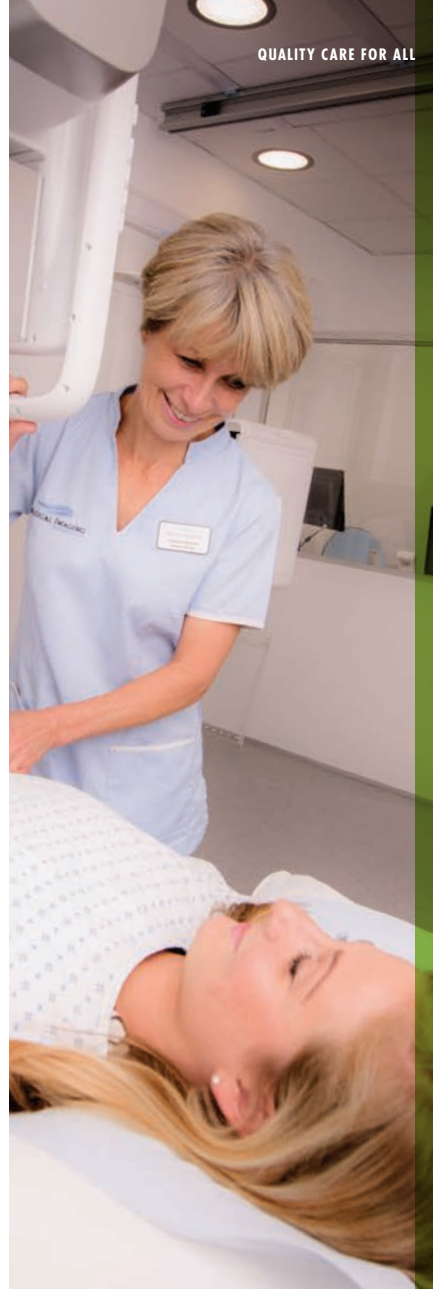
The report focused on the value of caring that was embedded throughout the organisation, the therapeutic environment that aided patient recovery and outstanding practice in surgery including being the first hospital to submit data to the Private Health Information Network (PHIN).

## MSK Physiotherapy: Improving the Pathway for NHS Patients

Year on year, Horder Healthcare has seen a gradual increase in the number of referrals received for outpatient MSK physiotherapy. In response to this, we have started several new processes within the service to bring forward patients where it is appropriate to do so which in turn should reduce the waiting times for everyone.

- The first of these new processes was to implement a Primary Access class, to allow patients with osteoarthritis of the hip or knee to be seen more quickly by a physiotherapist.
- Some people will be well enough to be discharged directly from this class but others may be referred onto the ESCAPE hip and knee pain class. This is a series of classes that aim to specifically strengthen the leg muscles, which research has shown to be of great benefit.
- Some other patients may also benefit from seeing a physiotherapist for more specifically tailored treatment in 1:1 sessions.

We are also planning to implement a process to identify which treatments are likely to give the greatest benefit to people with different intensities of low back pain. This will follow a similar process to that identified for arthritis.



**THE HORDER CENTRE WAS HIGHLIGHTED AS 'OUTSTANDING' IN THE CARE QUALITY COMMISSION'S FIRST COMPREHENSIVE REVIEW OF INDEPENDENT ACUTE HOSPITALS IN ENGLAND.**



Clinical Excellence

## THE MCINDOE CENTRE

### Sentinel Lymph Node Biopsy (SLNB) Service

The National Institute for Health and Care Excellence have approved adjuvant therapy (treatments that are given after primary treatment in order to lower the risk of recurrence) for melanoma patients with Stage III disease. As a result, identifying patients with Stage III disease has become an integral part of the national melanoma pathway. Sentinel Lymph Node Biopsy (SLNB) is currently the most accurate way of detecting the early spread of melanoma cells to other parts of the body.

Consultant Plastic Surgeons Mr Siva Kumar and Mr Sam Orkar were instrumental in developing and implementing this life-changing diagnostic tool. The introduction of this valuable service means that The McIndoe Centre is one of the very few hospitals in the South East to provide patients with the most precise diagnostics and treatment.

### Opening of New Day Services Unit

In 2018 the major building work concluded and saw the opening of our brand new Day Care Services Unit. This state-of-the-art facility greatly enhances our ability to provide efficient day case surgery to Ophthalmic and Oral and Maxillofacial patients. With carefully designed private patient rooms and a fully-equipped operating theatre, our consultants are able to offer safe and effective treatment without the inconvenience of an overnight stay.

### Breast and Cosmetic Implant Registry

The Breast and Cosmetic Implant Registry was opened on 10 October 2016. The registry is designed to capture the details of all breast implant procedures completed in England by both NHS and private providers. The registry records the details of individuals so that they can be traced in the event of a product recall or other safety concern in relation to a specific type of implant. The registry also allows the identification of possible trends and complications relating to specific implants.



# Public information events

Over the past year we have welcomed over 200 members of the local community to our free information events with our specialist clinicians offering a range of practical advice, exercises and information on a range of topics.

At The Horder Centre the aim of these events is to provide individuals with knowledge to help them self manage their orthopaedic condition as much as possible.

At the McIndoe Centre our open evenings are a great way to provide easy to understand clinical information from our accredited professionals in an open and informal way. Our aim is to educate prospective patients so they can make an informed decision, confident in the knowledge that they have received sound advice before proceeding with our services.

**"YOUR EVENTS ARE FANTASTIC, IT IS REALLY REASSURING TO COME HERE AND LISTEN TO PROPER PROFESSIONALS!"**

100%

OF ATTENDEES  
WOULD RECOMMEND  
THE HORDER CENTRE  
EVENTS TO FAMILY  
AND FRIENDS\*

**"THE PHYSIOTHERAPY TEAM AT THE HORDER CENTRE DELIVERED SEVERAL EDUCATIONAL EVENTS AND TASTER EXERCISE CLASSES TO HELP ATTENDEES UNDERSTAND HOW TO MANAGE THEIR HIP AND KNEE PROBLEMS. WE PRIDE OURSELVES ON OUR HORDER VALUES, ENSURING THAT WE DELIVER CARING, HIGH QUALITY TREATMENT TO DELIVER THE BEST SERVICE POSSIBLE."**

Tamsin Clarke, MSK Team Lead

## Healthcare Professional Events at The McIndoe Centre

We are committed to providing excellent educational events and training for healthcare professionals. We aim to deliver tailored content which is relevant to daily practice whilst still fulfilling their CPD/CET requirements. This year alone we hosted 4 education events which attracted over 50 healthcare professionals from the local area. We also held our first ophthalmic workshop which proved very popular. Due to this, we are in the process of devising a suite of ophthalmic workshops with our consultants which we hope will continue to attract a growing audience within the community.

\*Only includes attendees who filled out a feedback form.

# Making a Charitable impact

Horder Healthcare's overarching vision is to become a leading healthcare charity demonstrating our purpose through the provision of outstanding healthcare and support to the wider community through our investment in training, research & community wellbeing.

Income generated through our fundraising activities is used for the following purposes:

- Clinical/medical research
- Clinical/medical training and education
- Community wellbeing



## Results of our 2017/18 fundraising appeal

We are very grateful to our supporters and donors who helped raise £15,000 for the 2017/18 appeal. The money raised has been spent on a variety of items for The Horder Centre and The McIndoe Centre. The items are making a big difference to the patients' experience and wellbeing.

### **The items include:**

- A handheld device that illuminates veins making them easier to see for taking blood
- A machine that is used after knee replacement surgery to allow continuous movement and ensure the best outcome after surgery.
- A kit for measuring blood glucose levels.
- Equipment for The Butterfly Scheme, which provides a system of hospital care for people living with dementia.

## Spring Appeal 2018 and Volunteering

The Horder Centre was delighted to welcome a 12-strong team of corporate volunteers from Openreach as part of our fundraising Spring Appeal. The focus was to improve the outside spaces for patients including our therapeutic gardens which have been purposefully designed to assist recovery after surgery. Over £5000 was raised by our kind donors, and is being spent on providing a shaded area in the garden to allow patients more protection from the sun when exercising.

## Volunteers at The Horder Centre

We currently have 42 volunteers working at The Horder Centre. Many are past patients or their relatives who want to show their appreciation for the service they received by giving the Centre some of their time. Volunteers work across many departments from HR, reception and the café through to gardeners, ward visitors and drivers. We are extremely grateful for their support and enthusiasm for the Centre.

## Horder Healthcare Bursaries

Horder Healthcare was delighted to establish three travelling surgical bursaries in 2018 for trainees in orthopaedic higher specialist training. These are open to London and Kent, Surrey and Sussex (KSS) trainees. These three bursaries include the 'Horder Healthcare Gallannaugh Bursary' for £9000 per annum, supporting international travel for training opportunities and two 'Horder Healthcare Bursaries' for £2500 each per annum, to support European travel for training opportunities.

The Training Programme Directors of Health Education Kent, Surrey and Sussex (HEKSS) are responsible for awarding the bursaries. HEKSS is responsible for the coordination, delivery and funding of postgraduate medical and dental education in Kent, Surrey and Sussex.

We are pleased to demonstrate a commitment to the training of the next generation of orthopaedic specialists.



## Making a charitable impact THE MCINDOE CENTRE

### A unique scheme for aspiring surgeons

The McIndoe Centre launched the Cosmetic Fellowship in 2018, a unique scheme which gives trainee plastic surgeons the opportunity to work alongside the hospital's internationally acclaimed consultants. This scheme is the first of its kind in the UK.

Dr Richard Tyler, Chief Executive of Horder Healthcare, said; "Plastic surgery trainees must assist with, or perform, 100 cosmetic cases during their specialist training programme but changes in the NHS mean that trainees can no longer expect this type of exposure in NHS hospitals. Our fellowship scheme is unique because it gives trainee surgeons the chance to learn alongside our highly experienced consultants who are renowned in their field. This scheme is part of our ongoing commitment to innovation and developing our future generations of surgeons."

### Free mole checks for the community

The McIndoe Centre provided over 120 free mole checks to the public throughout May 2018 in support of Skin Cancer Awareness Month. The initiative was held after national figures showed at least 100,000 new cases are diagnosed each year, with the disease killing over 2,500 people annually in the UK – that's seven people every day.

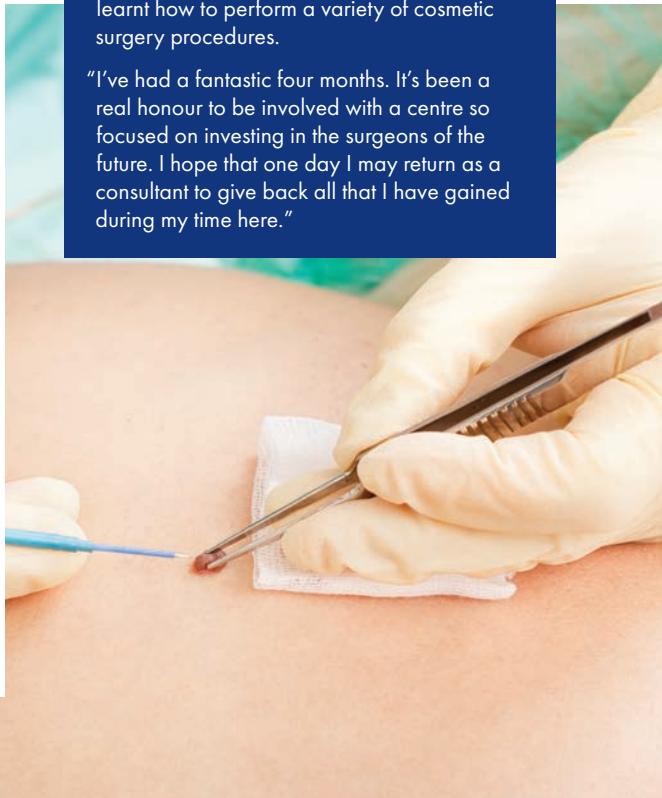


Recipient of the Cosmetic Fellowship 2018 was Dr Matt Pywell, who has been a specialist plastic surgery trainee since 2015 and

is due to sit his final qualifying exams with the Fellowship of the Royal College of Surgeons (FRCS) in 2019. Dr Pywell, who has worked in London hospitals and more recently the Queen Victoria Hospital in East Grinstead, said over the four-month period, The McIndoe Centre had given him training that he would never have received in the NHS.

He said: "The fellowship has really opened my eyes to the world of cosmetic surgery, skin cancer and more latterly hand surgery. It is vastly different to the work we undertake in the NHS. I've been involved in a considerable number of diverse cases and learnt how to perform a variety of cosmetic surgery procedures.

"I've had a fantastic four months. It's been a real honour to be involved with a centre so focused on investing in the surgeons of the future. I hope that one day I may return as a consultant to give back all that I have gained during my time here."







# FUNDRAISING FOR THE FUTURE

Our fundraising focus for 2019 is our pain management pathway, particularly for knee replacement patients. Although the procedure is effectively managed with medication, patients are often surprised that they still experience a certain degree of pain immediately after the operation.

In November 2018 we held a patient forum for patients who had had knee replacement surgery at The Horder Centre, to discuss how we could improve patient experience and the management of knee pain. They were introduced to a number of alternative methods of pain relief including cold compression therapy, lymphatic massage, Video 3D experiences and mindfulness all of which could possibly be introduced alongside medication. This event highlighted the need for more education around pain expectation pre-surgery so patients can be better mentally prepared.

We are looking forward to announcing the details of our new fundraising initiative in early 2019 and will be investigating how our findings can be adapted for procedures at The McIndoe Centre.

## The McIndoe Centre

East Grinstead



## The Horder Centre

Crowborough



## Horder Healthcare Seaford

Seaford



## Horder Healthcare Eastbourne

Eastbourne



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