

# IMPACT REPORT

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**HORDER**HEALTHCARE



Throughout the current **COVID-19 pandemic**, we are working **alongside the NHS** providing acute care as required for **those in need**.

# 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 programmes from our hospitals and outreach centres:

- The Horder Centre (THC), rated 'outstanding' by the Care Quality Commission, focuses on providing musculoskeletal services, including elective orthopaedic surgery, physiotherapy and pain management. 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), rated 'good' by the Care Quality Commission, specialises in plastic, reconstructive, ophthalmic, maxillofacial and orthopaedic surgery.
- Our outreach centres provide a means for delivering clinical and wellness services to people in their local communities through advanced practitioners and physiotherapists.

Everything we do revolves around our core values, delivering **quality** healthcare with **integrity** and **pride** and always providing a **caring** and **friendly** service.



# A letter to Horder Healthcare staff



**By Charles Gallannaugh, President of Horder Healthcare and the first surgeon to carry out a hip replacement at The Horder Centre in 1989.**

In the past very difficult year the staff of Horder Healthcare can be very proud of what they have achieved.

2020 was to be celebrated as the “Year of the Nurse” and it will indeed be remembered as a year when hospital staff of all disciplines demonstrated once again, that when it really matters, they are willing to provide care for patients, regardless of the hazards and dangers, that they may have to confront.

Without the help of the independent sector, many more NHS patients would have suffered great hardship as NHS resources were switched to manage the COVID-19 crisis. Since March over 1.3 million NHS operations, diagnostic tests, chemotherapy sessions and consultations have been delivered by independent hospitals. Undoubtedly, the independent sector of healthcare in the UK has played a very important role in maintaining some elective care for patients whose conditions would otherwise have been left undiagnosed and untreated. The staff of Horder Healthcare can be very proud of the contribution they have made to this exceptional effort.

The proposal by the NHS to develop and extend this cooperation is wise and to be welcomed particularly at a time when elective care in the NHS is under further pressure from a resurgence of the virus. As the waiting list for non-COVID-19 care continues to rise, our two hospitals will be called on to continue to assist the NHS as it struggles to contain the ever-increasing numbers waiting for elective care. I have no doubt all our staff will rise to the occasion.

On behalf of all who depend on your skills and dedication I thank you for what you have done to help patients through a very worrying time. What you have achieved this past year will be remembered for a long time.

# An introduction by Richard Tyler, CEO



In 2020 the world turned upside down. For many of us, both personally and professionally, it has been the most challenging year of our working lives. February saw us plunged into uncertainty as elective activity slowed and then stopped in the face of the emerging COVID-19 crisis. In those initial weeks, decisions were being taken and then revised on a daily, and often hourly, basis as we sought to balance growing patient and staff concerns. Then, in early March, the NHS and the independent healthcare sector joined forces in an historic agreement to work together to avoid the NHS being overwhelmed by the growing crisis.

In Crowborough, the Horder Centre readied itself to take orthopaedic trauma from Maidstone and Tunbridge Wells Hospital (MTW), whilst in East Grinstead, the McIndoe Centre prepared to take over the trauma service provided by the Queen Victoria Hospital (QVH). In parallel, our physiotherapy service began the move from face-to-face to online consultations. Such was the speed and professionalism of our staff that both hospitals were able to start taking patients within two weeks of the agreement being reached.

The moves helped MTW to focus on the influx of COVID-19 patients, and enabled QVH to set up a regional cancer hub, ensuring urgent cancer care continued to be provided for patients across Kent, Surrey and Sussex. In addition, we were able to continue with physiotherapy services, enabling people to stay mobile and reducing the potential need for surgical interventions.

None of this could have been achieved without the professionalism and flexibility of our staff. In the midst of individual concerns about family, friends and colleagues, our staff continued to work with professionalism and good humour. In this report, we rightly highlight those 'Horder Heroes' who were nominated by their colleagues for their contribution over the last year. However, I would like to echo the words of Charles Gallannaugh, and thank every member of our staff for their support and commitment over the last 12 months. It is a testament to each and every one of them that we can be rightly proud of the role Horder Healthcare has played during this exceptional time.

# Our impact in numbers

October 2019 - September 2020

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.

35,156

Consultant outpatient appointments

863

Trauma patients treated

Physiotherapy

13,800

Appointments

Diagnostics

188

MRI scans

2,012

X-rays

Surgical Procedures

173

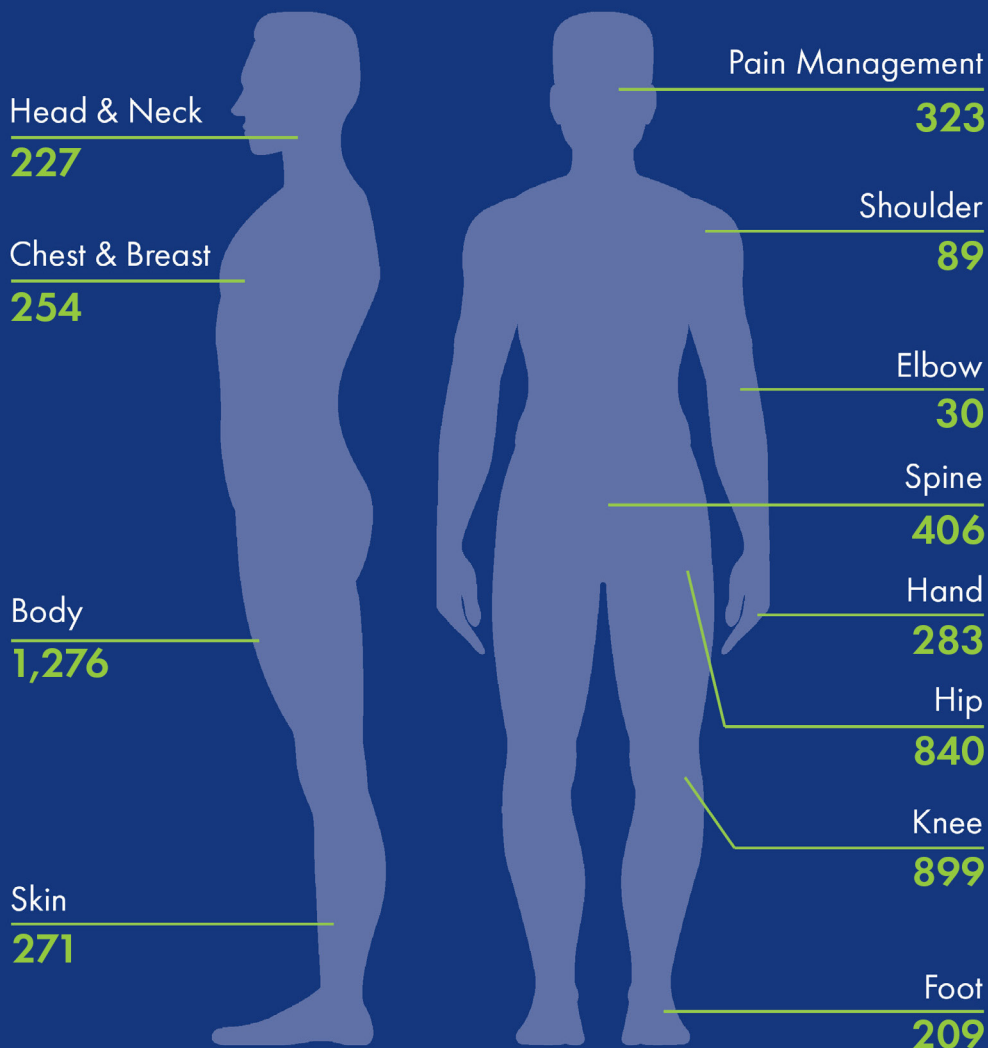
Oral & Maxillofacial procedures

556

Ophthalmology procedures

**Due to the COVID-19 pandemic, elective procedures were stopped in March 2020.**

# 5,107 Total Procedures





# COVID-19

## **A positive example of how the NHS and Independent sector can work together**

### **The McIndoe Centre, West Sussex**

The McIndoe Centre in East Grinstead worked in close coordination with the local Queen Victoria Hospital NHS Foundation Trust (QVH) to support the NHS through the ongoing COVID-19 crisis. The McIndoe Centre, which specialises in plastic, reconstructive, ophthalmic and maxillofacial surgery, helped provide capacity for QVH to become the regional cancer hub for breast, skin and head and neck cancers.



An arrangement was made at the beginning of April for The McIndoe Centre to treat patients suffering from maxillofacial and plastics injuries (trauma). A phased approach was implemented to reach the full service, which has seen almost 900 theatre admissions, nearly 650 minor operations and over 1000 outpatient follow ups. The McIndoe Centre also treated urgent eye conditions.

Surgery was performed in The McIndoe Centre's theatres, with one theatre available 24 hours a day to ensure limb-threatening injuries could be treated immediately. Minor operations took place in the treatment rooms on an outpatient basis. The medical and anaesthetic teams consisted of QVH staff with theatre, ward and outpatient teams a combination of The McIndoe Centre and QVH staff working together. The capacity created by carrying out trauma surgery at the McIndoe Centre allowed hundreds of patients from across Kent, Surrey and Sussex, who had been diagnosed with breast, skin or head and neck cancer, to receive vital cancer surgery at QVH.

Our theatre was available 24 hours a day to ensure injuries could be treated immediately.

**Steve Jenkin, Chief Executive of Queen Victoria Hospital NHS Foundation Trust, said in May 2020:**

**"Ensuring our patients continue to receive the high level of care they need and deserve, despite the pandemic, has driven us to rapidly mobilise and make use of the national contract to work with independent sector providers. Working with The McIndoe Centre has meant trauma patients can still come to our site in East Grinstead and be treated by our clinical team but in a different building, with additional measures in place to keep our patients and our staff safe.**

**"Such an arrangement is testament to the behind the scenes hard work of the QVH and The McIndoe Centre teams and is a positive example of how the NHS and private sector can work together."**

We have continued to provide support to QVH by providing elective capacity.



# Working throughout the COVID-19 Pandemic

## A nurse's perspective at The McIndoe Centre

Written by Shirley Byway, Ward Manager

### **The ward is the heart of any hospital where nurses work tirelessly to achieve outstanding patient care.**

At the beginning of the pandemic in March the ward staff were 'on the front line'. The effects of COVID-19 and how it would spread, combined with the impact on healthcare was unsure.

This was both physically and mentally challenging. No matter how professional they are, they would not be human if they did not take the burden of others home with them as well as juggling family stressors in their private lives.

They were working in a new challenging environment with a different cohort of patients. They were all very scared of the unknown but they did not have a choice but to put on a brave face, they were nurses it was expected of them. They had to rise to the challenge, which they did superbly.

I feel very proud of this team, the care and commitment they have shown throughout this journey is the same for all patients, regardless of their background. True to their profession they care and treat all safely, kindly with the highest regard, respect and dignity. The culture is embedded the patient will always come first.

The end of the COVID-19 journey is far from over yet the nursing staff keep smiling.



## The Horder Centre, East Sussex

Horder Healthcare played its part in the fight against COVID-19 thanks to a major deal agreed between NHS England and the nation's independent hospitals. The Horder Centre was supported by and worked closely with their local NHS trust, Maidstone and Tunbridge Wells Hospital (MTW), and treated patients who had broken hips (clinically described as the fracture neck of femur pathway).

We were proud to collaborate with MTW and developed an effective pathway for this patient group. Patients were assessed at Tunbridge Wells Accident and Emergency Department and dependent on the agreed criteria were admitted to The Horder Centre for their subsequent hip surgery and rehabilitation. The multidisciplinary team comprised of a combination of staff from both MTW and Horder Healthcare and this integrated way of working resulted in superb care for the patients.

**Chris Howis, Clinical Nurse Specialist said, "Our nursing, theatre and inpatient therapy teams enjoyed the different challenges of this pathway compared to the elective surgery normally undertaken at The Horder Centre. The staff gained so much in orthopaedic knowledge and new skills from this patient group and really benefited from the collaborative partnership with MTW. I would like to recognise our fantastic housekeeping, admin, catering and supplies teams that played a pivotal role in providing the best possible experience for our patients."**



## Working within the community

During the first lockdown in March, The Horder Centre worked with a Crowborough Community Support Group to provide assistance to elderly and vulnerable people during the COVID-19 crisis. The Centre provided their helpline staff to take calls from those who were unable to leave their homes for essential items. These calls were then passed on to local volunteers who made the deliveries. We were proud to support this valuable service, which made such a difference to our local community.

**Lynn Briggs, Private Patient Service Lead said, "The helpline was very busy, with requests mostly for food and pharmacy items to be collected and delivered which was very much needed. Equally, we were a voice at the end of the phone for lonely housebound people who desperately wanted someone to talk too. This was ultimately just as important to them."**

## How physiotherapy services had to adapt to the challenge of COVID-19

### Horder Healthcare Seaford and Eastbourne

Written by Anne Moynihan, Practice Manager

The Coastal Physiotherapy teams based in Seaford and Eastbourne had to adapt their practice very quickly to meet the needs of patients when the first lockdown was announced. We were no longer able to offer face-to-face appointments so switched to telephone consultations. Although many patients were sceptical about telephone appointments, the service was to a very high standard with a large number of compliments received from patients.

Many patients provided feedback who were grateful that they had continued to receive a service from us, whilst more vulnerable or frightened patients felt safe with the new measures in place at the Centre and the strict use of personal protective equipment (PPE) by all staff.

# Celebrating our Horder Heroes

**We asked our colleagues to nominate their own Horder Heroes, whether it be an individual or a whole team, giving them a chance to celebrate each other and everything they have achieved over the past year. Here are some examples of what they had to say:**



**Gaye Cunanan, Senior Nurse at The Horder Centre**

"When Gaye is shift lead, there is a different feel to the ward. Everyone is reassured and she is a fantastic leader.

She is kind and caring towards her patients, is efficient and approachable to all. She is always fantastic with our 'normal elective caseload', but she was also fantastic during our time with Trauma patients and her extensive experience was evident."

## **The Ward Team at The McIndoe Centre**

"What makes them amazing is they will always go the extra mile. They do not just support patients, they support and look after each other. They care about each and every staff member within the hospital and they also appreciate how hard others have worked. Nothing is ever too much trouble, they care, and they practice safely. They are a very special team and the Patient Satisfaction Questionnaires are evidence of this.



## **Heidi Lang, Senior Physiotherapist at The Horder Centre**

"She has worked extremely hard and has gone above and beyond for inpatient therapy. She has been highly supportive and an integral member of the team especially during the 'trauma' period."



## **Niamh Worts, Ward Sister at The McIndoe Centre**

"During the months of the pandemic she has been a stalwart for all the staff in multiple departments. Acting as speak up guardian, supporting her staff and embracing the enormous changes that has been forced upon us by the virus. All the time she has been kind, cheerful, calm, and reliable"

## **Urszula Bronkowska, Information Analyst for Horder Healthcare**

"In March, the COVID-19 crisis hit and we were faced with a number of new tasks around data collection related to the activity we were undertaking on behalf of the NHS. One of these tasks was a daily report that must be submitted every day (including weekends and bank holidays) by 10am. Urszula has taken on this task without any hesitation or complaint and, apart from some well-earned leave, has continued to do this every single day, 7-days a week. We have never missed a submission and therefore merits recognition as a 'hidden hero' of these times."



## **The Housekeeping Team at The McIndoe Centre**

"As you can imagine the NHS trauma activity had a huge impact on all the staff, but the team in particular went above and beyond to turn around bedrooms and kept the hospital clean and ready for the ongoing stream of patients."



# Quality outcomes

## **Patient Reported Outcome Measures (PROMs)**

Patient Reported Outcome Measures (PROMs) are measures of a patient's health status or health related quality of life. Patient data is collected only after patients have given their consent.

## **NHS National PROM'S for Orthopaedics**

Patients undergoing NHS funded elective inpatient surgery for hip and knee replacements, are asked to complete questionnaires just before and six months after their operation to assess improvement in their health using measures such as pain, stiffness, mobility and usual activity. The lower the score, the worse the patient feels the impact is on their daily life. The Oxford score is the one used most frequently and asks specific questions relating to pain and reduced mobility.



The Horder Centre scored a higher percentage of patient improvement than the national average. The latest available validated data for PROMs in England is for April 2018 to March 2019, which shows the following Oxford primary hip and knee scores:

		Pre-surgery average score	Post-surgery average score	Adjusted health gain	Percentage of patients with an improved score
Primary Hip	National	17.434	40.114	22.680	97.7%
	THC	20.442	43.256	24.102	99.1%
Primary Knee	National	19.111	36.441	17.330	94.9%
	THC	23.071	39.159	17.867	95.9%

## Outpatient physiotherapy outcomes

The outpatient musculoskeletal physiotherapy services use two different PROMs, which measure slightly different things; one that measures patient specific goals (PSFS) and another that allows comparisons across populations (EQ5D). We are pleased to report that the number of people reporting a significant improvement in their specific goals has averaged **80.5%**, whilst the number of people showing a significant improvement comparing populations was **80%**.

We continue to collect and monitor these results, reporting them to our NHS commissioners and other interested parties, which is testament to the hard work of the physiotherapy team.

The physiotherapy team has also collected ‘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. In January 2020, we undertook a survey of patients who had attended our Primary Access classes (for people with osteoarthritis of the knee or hip or back pain) the previous year.

Results were overwhelmingly positive, with in excess of **75% feeling they were better able to self-manage their problem and 87.5% of patients being more confident to exercise.**

# Clinical excellence

## **What the new normal looks like at Horder Healthcare**

This pandemic has inevitably resulted in us implementing new measures to ensure maximum safety and reduce risk to our patients, staff and the wider community, whilst continuing to deliver outstanding care. These measures were guided by the UK Government, Public Health England (PHE), and our infection prevention team. To read more about how we have adapted to create COVID-19 secure environments visit our website [horderhealthcare.co.uk](https://horderhealthcare.co.uk).

**“I felt fully prepared for my surgery and didn’t feel in any way rushed. Going into a hospital during the COVID-19 pandemic could have been daunting but the whole process felt very safe and highly organised.” MW, Knee Replacement Patient**

## **National Joint Registry (NJR)**

The NJR monitors the performance of joint replacement implants and the effectiveness of different types of surgery, improving clinical standards and benefiting patients, clinicians and the orthopaedic sector as a whole. Horder Healthcare submits data to the NJR for all hip, knee, ankle, elbow and shoulder joint replacements providing patient consent has been obtained. The submission consent for 2020 at The Horder Centre is 99%.

## **Musculoskeletal (MSK) Physiotherapy: Significantly improving the pathway for NHS patients**

Over the last few years, Horder Healthcare has seen an increase in the number of referrals received for outpatient MSK Physiotherapy. Over 85% of these referrals are for NHS treatment for patients referred by their GP. In order to meet the increased demand, we had previously implemented a new process, which has also reduced the wait for everyone.

The Primary Access Class (PAC) for patients with osteoarthritis of the hip or knee or back pain allowed patients to be seen more quickly by a physiotherapist and provided with information and exercise advice about their problem.

Around 80% of people with these problems were able to attend the PAC and of those around 20% are well enough to be discharged. Around 10% can be referred onto the ESCAPE Hip and Knee pain class, aimed to strengthen the leg muscles. Waiting times for physiotherapy at the sites where we introduced these classes were eliminated and all patients were being seen within two weeks of us receiving their referral.

As a result of the pandemic, we have also been able to explore ways to make initial contact with patients safer by undertaking their assessment and appropriate treatment over the telephone.



# Making a charitable impact



**Our overarching vision is to be an established leading healthcare charity demonstrating its purpose through the provision of outstanding healthcare and support to the wider community through our investment in training, research and community wellbeing.**

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

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



# Fundraising

## Cold Compression Therapy

Cold therapy is already offered post-surgery in the form of ice packs but it was felt a better form of ice therapy would provide greater relief. Thanks to fundraising, we have decided to trial a portable ice unit with a sleeve that applies ice and compression.

### What are the benefits of Cold Compression?

Early application of cold and compression following surgery, injury or exercise helps to reduce bleeding, inflammation, pain, metabolism, blood flow and fluid retention. Subsequent regular treatments can also help to reduce an excessive inflammatory response and reduce tissue damage, which can ease side effects of surgery and help accelerate recovery. The first trial of the portable ice unit commenced on the 1st September 2020 for those patients who had undergone total knee replacements and fit within selected criteria. So far we have administered the new units to 52 patients. We were delighted to observe that already we have seen the following results in our patients:

- Reduction in usage of painkillers
- Reduction in swelling and fluid retention post- surgery
- Increased range of movement and mobility
- Reduction on length of stay for five of the patients who went home after two days.

### Patient reviews

"My husband has Parkinsons and mild dementia - the ice helped my husband immensely as he cannot take any pain medicines - he went home a day early and we have hired a machine to help him at home"

"Just found it fab - Hardly any pain compared to my other knee which was so painful. The wrap around my whole leg was so much more beneficial than the pack I used before which just sat on my knee. This one actually massaged as well as being comforting".

## The McIndoe Centre

East Grinstead



## The Horder Centre

Crowborough



## Horder Healthcare Seaford

Seaford



## Horder Healthcare Eastbourne

Eastbourne



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