

# MAKING AN **2012** IMPACT



**HORDER**HEALTHCARE

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# Horder Healthcare

Our vision is to be the very best provider of healthcare services, within a therapeutic atmosphere – providing great places to work, practise medicine and receive care. It is our ambition to meet and exceed customer expectations and delight patients; bring our services to more people, enhancing the quality of their lives; to deliver high quality, effective and safe care, which is perceived as having a high value.

**I have been able to return to work, an achievement I would not have envisaged before I had my two knee replacements within the last year. My experience at The Horder Centre was exceptional throughout my treatment. From the consultants, nurses, porters, catering, cleaning, front office, communications, physiotherapists and anyone else I have left off the list I cannot thank you enough. The Horder Centre is certainly this 'patient's choice'.** Mrs P, Kent





# 2 Excellence: Building on our heritage

## Who we are

Horder Healthcare is an independent healthcare organisation and charity which provides outstanding orthopaedic and musculoskeletal treatment and care. Founded in 1954, we have developed over 50 years' of healthcare expertise and are nationally recognised as being amongst the best providers for hip and knee replacements in England.

Our charitable purpose is to advance health and the relief of patients suffering from ill health, aiming to provide 'benefit' to as many people as practicable in our catchment area. The organisation achieves this aim by caring for, and treating, patients with painful and often debilitating arthritic, orthopaedic and related conditions.

We provide high standards in healthcare on a not-for-profit basis. All surpluses generated from our work are reinvested back into the charity to provide healthcare benefit; to develop staff to deliver the organisation's aims; for investment in quality; and to improve services, facilities and infrastructure.

## A new name

Our ambition is to provide a broader range of healthcare services and benefits in new locations to serve an increasing number of patients.

In 2012, The Horder Centre charity became Horder Healthcare, a name to unite all our expanding musculoskeletal services working outside of The Horder Centre and to reflect our performance as a modern, dynamic healthcare organisation.

We believe modern healthcare is about disease prevention, health maintenance, and rehabilitating patients to the best health they can achieve. Our new name acknowledges our broad range of treatments and locations in order to advance our charitable status whilst retaining an important link with our heritage.

**HORDERHEALTHCARE**

## What we do

Horder Healthcare offers elective orthopaedic surgery to patients at The Horder Centre and a growing number of musculoskeletal services including Physiotherapy, Pain Management, Rheumatology, Osteopathy and Acupuncture at various locations. We have been identified by the prestigious Dr Foster Hospital Guide as being amongst the top providers for total knee and hip replacements in England.

These services are supported by an additional range of classes that include Pilates and Modified Pilates, Fitness for the over 50s, Flexibility for the over 60s and knee classes to enhance recovery.

These services can be accessed at our main centre in Crowborough; some are available in our various clinics located in Eastbourne, Hastings, Reigate and Tunbridge Wells (see page 16). Our elective procedures and a number of our services are available to both NHS and private patients.

## Our values

Horder Healthcare is a very special organisation. Our principled and ethical way of doing things together with our focus on quality truly sets us apart from other healthcare organisations.

We promise to always demonstrate our values, which are:

**Caring** We believe that all with whom we interact will be treated with the utmost respect and empathy

**Friendly** We foster a culture that is warm, welcoming and responsive

**Quality** We deliver the best service we can whilst striving to continuously improve

**Integrity** We are always reliable, honest, consistent and transparent in our approach

**Pride** Our team is proud of what they do, taking pleasure in delivering a unique service

**The Horder Centre was absolutely wonderful, I have had quite a few operations in the past at other hospitals but have never been treated so nicely. It is so clean, it doesn't feel like a hospital because there is such a lovely atmosphere.** Mrs E, Hastings



## Who we look after

Figures are for the financial year ending 30/06/2012

Inpatients:	2,725
Day case patients:	2,402
Hip replacements:	920
Knee replacements:	1,109
Outpatient visits:	25,205
Total physio appointments (NHS and self pay):	10,610

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## People: Exceeding expectations

### What our patients say

The views of our patients are of paramount importance to us. It is essential that we understand how we are performing so we are able to maintain the highest possible standards. We work very hard to get feedback from our patients by a variety of methods including service questionnaires, our regular patient forums and our website.

**The Horder Centre is heaven on earth. I am a walking example of what they can do there.**

Mrs V, Tunbridge Wells

### Patient forums

We invite former patients back to The Horder Centre so they can share their experiences with staff, providing feedback on the care they received which enables us to continuously improve.

We have held several patient forums within the past year and over 100 patients and their families have attended.

The forum held in June focused on the patient pathway. The outcomes were very positive and extremely helpful in aiding development within the organisation. As a result of the forum, working groups have now been set up to review patient expectations, duplication of documentation, waiting times, pain control and discharge planning thanks to the input received; this will be organised and overseen by Jane Vince, Centre Operations Manager.

For more information on patient forums visit:  
[www.horderhealthcare.co.uk](http://www.horderhealthcare.co.uk)

**If you really want to provide patient centred care then it is essential you get groups of patients together in an open and engaging situation. It is vital to understand your care and services from a patient perspective and see it through their eyes. I truly believe Horder Healthcare is putting patients and the public first.**

Alan Stewart, Inpatient Manager





**It was a great privilege to be part of the NHS Confederation Conference, to contribute, listen and meet so many great leaders.**

**I understand even more so now, what a huge honour it is to be the leader of Horder Healthcare, which provides great places to work, practise medicine and receive care.**

Diane Thomas,  
Chief Executive, Horder Healthcare

Chief Executive, Diane Thomas, used feedback from patient forums when she was invited to be a guest speaker at the 2012 NHS Confederation Conference in Manchester. She presented on how to enhance patient experience of medical care and in her

address to delegates, Diane explained how the organisation offers patients a holistic approach to healthcare, with everything from staff behaviour to building aesthetics tailored to the highest expectations.

Gary Faulkner, volunteer



**Latest statistics:**

- 99.3% of patients said they were satisfied with the overall service
- 99.5% of patients said they felt cleanliness at the Centre was good, very good or excellent
- 99.5% of patients said they would recommend the Centre
- 98.7% of patients said they were treated with dignity and respect at all times
- 97.5% of patients said the standard of the written information they received before leaving the Centre was excellent, very good or good

Figures taken from service questionnaires sent to patients in the year up to June 2012

## Volunteers are vital to our work

Volunteers play an integral role in helping Horder Healthcare function and we are delighted that we now have a strong team of over 50 working across every area of the organisation. A day in the life of a volunteer can be varied and may include welcoming patients to the Centre, supporting patients through their journey from Day Services Unit and Pre-admission, serving in the coffee shop or assisting the Marketing Team with public education evenings.

### Gary Faulkner

"When the opportunity to volunteer arose here at The Horder Centre, there was no hesitation to join. As an ex-patient, I wanted to give them something back as a permanent way of thanking them for their treatment and the way their care has improved the quality of not only my life, but my wife and my daughter's. I felt they were very deserving of my time.

As I have been a patient here twice, I feel I can really relate with new patients that arrive. I discuss my experience at the Centre openly, and if they arrive with any apprehension, I soon put their mind at rest. Volunteering, helping others, gives me an incredible sense of pride."

# Volunteering can promote both physical and mental health and wellbeing.

Department of Health strategic vision for volunteering (2011)

### Patient Case Study

#### John Snelling

Six weeks after a hip replacement operation at The Horder Centre, John Snelling was given the all clear to have a driving holiday in France.

John, 69, who is semi-retired, said the operation on his right hip had made a "phenomenal" difference to his life.

He said: "It's been absolutely wonderful. I'm over the moon with it. After just six weeks, I drove 1,300 miles without any problems. It's taken years off me.

"I decided to wait for the second hip replacement because I wanted to feel well during the summer but the consultant said I can have an earlier appointment if I change my mind. I would recommend The Horder Centre. No doubt about it!"

# 4 Services: Enhancing lives

As a charitable organisation, it is vital that we make a positive impact on all of the communities we serve. We are continually working to expand our range of services and the locations we work from, enabling increasing numbers of people to access our services.

## Musculoskeletal services

Holder Healthcare is building a holistic musculoskeletal service, incorporating Physiotherapy, Osteopathy, Acupuncture and fitness classes to enhance overall health and wellbeing.

### Physiotherapy clinics

Holder Healthcare Physiotherapy is now available in the following locations:

The Holder Centre, Crowborough

Centre for Health, Reigate

Station Plaza, Hastings

Holder Healthcare Clinic, Eastbourne

Holder Healthcare Clinic,  
Tunbridge Wells (Jan 2013)

These clinics provide patients with a more convenient service to receive treatment closer to home. Our Hastings and Eastbourne clinics have continued to provide outstanding NHS services and we are now looking to increase our impact by offering additional services such as consultant appointments which we are introducing at our clinic in Eastbourne.

**I could never have reached the mobility I have today without your expertise & support.**

Miss G, East Sussex

With an ambitious growth plan we are aiming to introduce further clinics to increase our catchment area through Kent, Sussex and Surrey, thus serving more people.

## The Holder Centre: The Capital Redevelopment Programme

Established in 2010, our Capital Redevelopment Programme was created to enhance patient experience. The Programme has been made possible through our charity appeal, 'Building for the Future' which has raised thousands of pounds, enabling us to continue with our planned work which is due for completion in 2013.



The past 12 months have seen outstanding improvements to the patient journey including:

**Pre-Admission and Day Services Unit** – Our new units have drastically improved the quality of care we are able to provide our patients.

**16 new en-suite rooms** – To improve comfort and maintain the privacy of our patients.

**Inpatient Gym and Therapy Garden** – This spacious area is now a bright and welcoming exercise area to enhance recovery.

### Areas of focus in 2013

We are very proud of what has been achieved but we still have many areas of development ahead of us to complete our vision of a therapeutic environment. Our areas of focus for 2013 include a new patient dining room, a new kitchen and continuous improvement of patient bedrooms.

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## Information: Empowering through knowledge

We are committed to making information accessible to all in the field of orthopaedic and musculoskeletal conditions.

An estimated 17 million people – twice as many as in 2012 – are likely to be living with Osteoarthritis by 2030.

OA Nation 2012, Arthritis Care

Our organisation was established for the care of those suffering with arthritic conditions so we are acutely aware of the debilitating nature of arthritis and how the numbers of those affected are predicted to increase drastically. This will result in a significant burden on our nation's healthcare services.

Horder Healthcare has arranged several educational events on the theme 'Living with Arthritis and Staying Active' to focus on preventative measures and pain management for those already suffering from the condition. Working in conjunction with Arthritis Care, local residents were invited to attend informative presentations from representatives of the charity and met with the Horder Healthcare physiotherapy team, who focused on measures to prevent and reduce pain which included examples of exercises and diet suggestions.

For more information on our 2013 educational events visit:  
[www.horderhealthcare.co.uk](http://www.horderhealthcare.co.uk)

**Arthritis is the biggest cause of physical disability in the UK and almost 70% of people with arthritis live with pain constantly.**

OA Nation 2012, Arthritis Care

In addition, we have also held a number of GP evenings with over 180 GPs and health professionals attending presentations by consultants from The Horder Centre. Subjects explored have included Diagnostic Imaging and Lower Body and Upper Body Musculoskeletal conditions. Examination, diagnosis and treatment were all explored, covering the latest advances in orthopaedic care and assisting GPs with their Continuous Personal Development programmes.



What did the public think?

100% of attendees agreed they had found the events useful to them

99% of attendees agreed it had helped their understanding of arthritis

What were the key messages our attendees took home?

- ★ Try to do more exercise and speak to the doctor about injections
- ★ There is help out there
- ★ Importance of exercise and good health
- ★ It's not age related! There are many forms of arthritis
- ★ Research and start physiotherapy

(Responses from 159 questionnaires handed to visitors at the event)



## Staff engagement

We believe in the continual investment in staff, empowering them to fulfil their potential and giving them the tools and confidence to increase the impact they make on patient experience and care.

Horder Healthcare has embraced a new People Strategy which will enable us to sustainably grow our services, working together with staff towards our vision of a unified organisation, to serve our patients and improve the health of the wider community.

We have invested in a training programme provided by Unipart Expert Practices as the first step. This has included employees participating

in problem solving workshops, designed to give them the tools to resolve concerns raised in a standard way and use recognised processes to put in place action plans to give our patients the highest level of service.

We look forward to 24 managers within Horder Healthcare completing their Operational Excellence course in 2013.

**Research shows that where staff engagement scores are high, scores are also significantly higher for staff health and wellbeing.**

**Research shows that where staff engagement scores are high, scores are also significantly higher for patient satisfaction.**

Engaging your staff:  
the NHS staff engagement resource (2011)

## 6 Quality: A Centre of Excellence

Providing outstanding quality care is our priority. We regularly submit data for comparison to national bodies including the Department of Health and the Dr Foster Hospital Guide, to ensure we benchmark our achievements against the very best providers.

Read about our latest outcomes in the 2012 Dr Foster Hospital Guide:  
[www.drfoosterhealth.co.uk](http://www.drfoosterhealth.co.uk)



### Our achievement highlights for 2012 include:

The Horder Centre was awarded third place in the Laing's Healthcare 20 – the definitive list of top players in the UK's health and social care sector. It is the first time we have been placed in the top 20 list that is compiled by Laing & Buisson's expert team of healthcare consultants and report authors. Criteria that were looked for in the awards included financial muscle, performance over the past year and influence in shaping UK healthcare. Laing & Buisson judges said The Horder Centre had "the advancement of health and relief of patients suffering from ill health at the heart of its operations."

The Horder Centre received a NHS Blood and Transplant award in recognition of "exceptional performance and commitment" in the collection of femoral heads for bone donation during 2011-12. Since 2009, the Centre has donated a total of 781 femoral heads to the programme. Through the programme, patients undergoing a hip replacement are given the opportunity to donate the bone which is removed. It is then used to benefit future hip replacement patients by acting as a packing agent to help bind their own bones more successfully to their new prosthesis.

Amanda Ranson,  
Regional Tissue Donation Manager for NHSBT said:

**NHSBT relies on the support of hospital teams to facilitate the donation of bone removed from their patients during surgery. I am delighted to present this award to The Horder Centre, in recognition of their valuable contribution to tissue banking and the supply of bone for the benefit of so many patients.**

## Patient Reported Outcome Measures

Patient Reported Outcome Measures, or PROMS, are among the many checks and audits we participate in to ensure patient satisfaction levels remain high. The PROMS audit records the percentage of patients who scored a post-operative improvement (in measures such as pain, stiffness and mobility) as compared to their score in a pre-op questionnaire. The most recent study revealed that we continue to score well above the national average.

- ✦ Significantly higher than national average scores for PROMS
- ✦ For knee procedures we scored 93.5% (the national average was 92%)
- ✦ For hip procedures we scored 98% (the national average was 96%)

Figures are for the financial year ending 30/06/2012

**I would have no hesitation recommending The Horder Centre. I would definitely want to go back and certainly wouldn't want to go anywhere else if I needed another operation.**

Mr H, Eastbourne

- ✦ ZERO reportable infections-MRSA, MSSA, C.Diff or e.coli
- ✦ We have reduced our carbon footprint by 11.56% since May 2010 which equates to 151 tonnes. We aim to reduce this by another 5% by May 2013



## Our contribution to the National Joint Registry

The National Joint Registry was set up to collect information on joint replacement operations and to monitor the performance of joint replacement implants. More than 98% of our patients take part in the programme which means we have provided the Registry with just under 2000 entries this year contributing to the national understanding and knowledge of joint replacement results.

## Physiotherapy outcomes

Working with guidance from the Chartered Society of Physiotherapy, we are now collecting clinical outcome data that will enable us to benchmark our services against other leading MSK service providers. Since May 2012 we have been measuring patient outcomes, in particular relating to how physiotherapy has enhanced patients' quality of life and improved their functional abilities by using treatment that is focused on the needs of the individual. We look forward to announcing these outcomes in 2013.

For further information please visit [www.horderhealthcare.co.uk](http://www.horderhealthcare.co.uk) to view our Quality Account.

# Summary

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## Roy Greenhalgh, Chairman

It has been another remarkable year which has seen the charity grow to become a nationally recognised organisation of orthopaedic excellence.

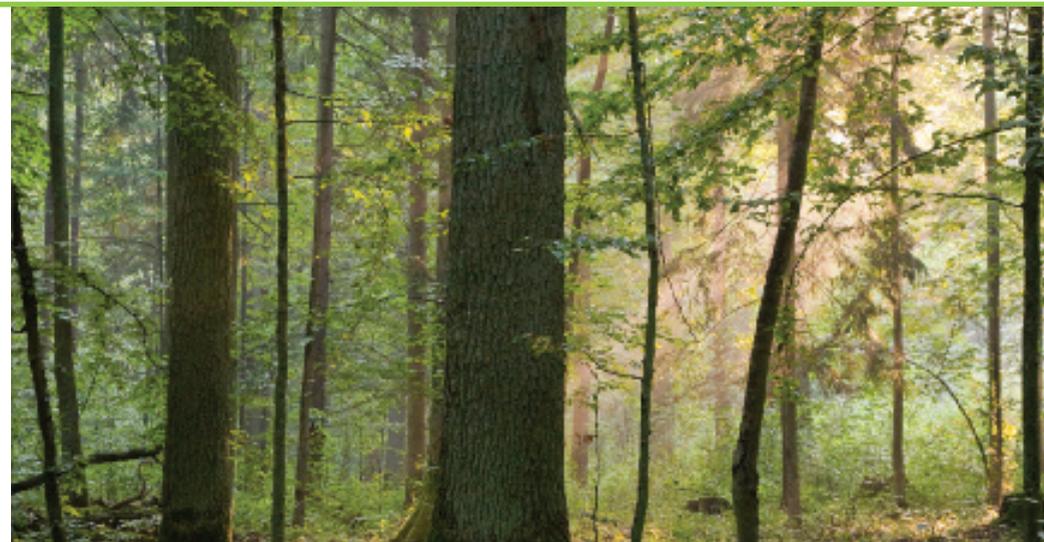
The change of name to Horder Healthcare reflects the fact that we now provide not only specialised orthopaedic treatment from The Horder Centre itself, but also musculoskeletal services more locally from clinics based in local communities. This new name enables growth and we hope to continue to expand and extend our services.

None of this changes what we have most closely in our sights namely providing the most effective and efficient health care that we – or indeed anyone – can. Patients choosing us can be confident that we check closely how their care will proceed and that our services at least match and often better services elsewhere. This year has seen continuing recognition of the high quality of our care, whether compared with other independent hospitals or with the NHS itself.

The strength of our position as a charity is that all of our surpluses can be devoted to furthering patient care. Our success in the last year has enabled us not only to fund the expansion of local services but also the updating of facilities in The Horder Centre itself, where we have made great strides in the last few years. In the future we hope to continue our success and expansion, so that more patients can benefit, and will as always work in close liaison with local NHS services. My thanks once again to the staff, Di Thomas and her executive team and Board members, whose work makes all this possible.



Chairman, Horder Healthcare



## Financial snapshot

Figures are for the financial year ending 30/06/2012

- \* Income from charitable activities grew by 14%
- \* We have invested over £4 million expanding and improving our services
- \* Income from our fundraising activities raised £94,955
- \* We have invested over £170,000 in developing and training our staff



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