

Annual Report 2013/14



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About Us

East Coast Community Healthcare (ECCH) provides NHS community services, public health and family services in Great Yarmouth and Waveney.

We are one of East Anglia's largest social enterprises with more than 900 staff including nurses, occupational therapists, physiotherapists, podiatrists, health visitors, speech and language therapists, sexual health specialists, school nurses and stop smoking specialists.

ECCH is owned by its staff and, as a Community Interest Company, ploughs all its surplus resources back into its services to benefit the community. We pride ourselves on our ability to innovate and be flexible in order to improve our services and outcomes for our patients and clients.

This Annual Report looks at some of our highlights between October 1st 2013 and September 30th 2014 – one of which was the visit we received in March 2014 from the Cabinet Office Minister responsible for promoting social enterprise, Rt Hon Francis Maude, MP. He was joined at our Beccles headquarters by the MP for Waveney, Peter Aldous.

Francis Maude said: ***“Every part of the public sector is having to adapt to tough economic times and look at innovative ways of delivering public services. Enterprises like ECCH have a big role to play in building a more diverse marketplace of suppliers.”***

“Peter Aldous and I have followed the work of ECCH closely. Since it became an employee-owned social enterprise, it has delivered significant improvements in the healthcare services for local patients, demonstrating the effectiveness and flexibility of this model.”



Meet the Board

Building upon the firm foundations of our first two years trading ECCH has seen this, our third year, strengthen our position as a quality provider of health and related services to the people of Great Yarmouth and Waveney. We are transforming the way we provide our services whilst continuing to put the patient at the centre of everything we do.

More integrated working has seen improvements to the way we engage with and provide care to our patients. One example is the introduction of ECCH's Out of Hospital Team, where we work with colleagues from social services and the James Paget University Hospital to treat people in their own homes with a co-ordinated package of care tailored to the individual.

The introduction of mobile working has enabled our front line staff to work more efficiently and improve the quality of care in terms of improved logistics, record keeping and confidentiality, allowing more time to be spent with patients.

The quality of our services has gained external recognition with our Breastfeeding Team and the Community Cancer Matrons

project being two examples of services which received national awards.

We continue to work closely with colleagues from health, social care, primary care and local authorities as key partners in our local health system and to make it easier for people to access a range of services.

Turnover on our Board has led to the appointment of three new Non-Executive Directors who bring a wealth of experience from the public and private sectors. A newly-elected Staff Director and the inclusion of two additional Executive Directors build resilience into an already cohesive Board. We have an outstanding new Chief Executive in Jonathan Williams and an invigorated leadership and Executive Team.

There are challenging times ahead but I am confident that ECCH as a young but growing organisation has the right team in place to continue our journey in providing outstanding healthcare to our community. I would like to thank everyone at ECCH for their continued hard work and dedication.

Paul Steward
Chair



Paul Steward
Chair



Adele Madin
Director of Adult Services



Mike Cotton
Non Executive Director



Jonathan Williams
Chief Executive



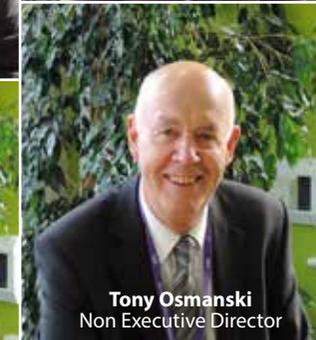
Anna Davidson
Non Executive Director



Peter Bailey
Staff Director
(term off office ended May 2014)



Simon Bragg
Executive Director of
Finance and Resources



Tony Osmanski
Non Executive Director



Ali Jennings
Staff Director
(appointed July 2014)



Pamela Agapiou
Director of Health Improvement
and Children's Services



David White
Non Executive Director



Teresa Gooch
Staff Director

Meet the Executive Team

When I reflect upon the past year and my appointment to the role of CEO within ECCH, I do so with a huge sense of pride. To be given the chance to lead the organisation that I feel so passionately about is a highlight of my career, and I continue to look at each day with a sense of anticipation and excitement.

The biggest challenge has been to make certain that every opportunity is taken to promote our unique staff-owned organisation and to ensure we do all we can to achieve our potential. I have started by focusing upon communication and engagement, firstly with our staff, then with our patients, clients, their families and carers and also with all of our partner organisations. I believe that our success will come from the trust and confidence we build inside and outside our organisation and from becoming a recognised champion for health and wellbeing within our communities.

I am very pleased to report that since taking up the CEO role we have significantly increased the number of staff who are shareholders in the organisation and I hope this will continue as our staff feel increasingly involved and engaged with ECCH and our ambitions.

Looking forward to the year ahead I am positive that ECCH will continue to enhance its reputation for excellence in service delivery, promoting health and wellbeing at every opportunity. We will do so in a spirit of collaboration and partnership, motivated by the understanding that together we can make the all-important difference for the healthy ambitions of our communities.

Jonathan Williams
Chief Executive



Quality Services

Adult Services

Around 74,000 people are registered as service users with ECCH. From community hospitals and district nursing to therapies and palliative care – we help more than a third of the population of Great Yarmouth and Waveney.



Lowestoft Out of Hospital Team a Success

In April 2014 we introduced a new way of providing health and social care in Lowestoft without the need to admit patients to hospital - and it immediately proved a success.

Around 150 admissions to the James Paget University Hospital were avoided in the six months after we introduced our first Out of Hospital Team (OHT). The hospital saw a 9% drop in emergency admissions over that time from Lowestoft residents - and the response from patients to the service has been extremely positive.

The team operates 24/7, treating patients in their own homes. It is made up of community nurses, occupational therapists, physiotherapists, rehabilitation support workers and social workers. Patients in crisis are assessed within two hours of

referral and the team will organise any equipment the patient needs as well as offering advice and support to family and carers.

The OHT also has exclusive admission rights to five 'beds with care' should a patient require round the clock care. In these cases the team provides support to the nursing home including advice on specialist therapy and equipment.

The OHT was commissioned by HealthEast, the clinical commissioning group for Great Yarmouth and Waveney, following the closure of Lowestoft Hospital. HealthEast is now commissioning us to provide further teams, including in Great Yarmouth and Gorleston.

Community Cancer Matrons Mark First Year

Our Macmillan Community Cancer Matrons project won the Living with and Beyond Cancer category of the Quality in Care Oncology Awards 2014. Appreciation of the matrons' work in Great Yarmouth and Waveney was also clear when they were joined by cancer patients and their carers to mark the first anniversary of the service in May.

The team is part of an Anglia-wide pilot scheme that allows cancer patients to receive care and support closer to home, with cancer nurses based in the community rather than in hospitals. The team supports cancer patients and their carers from the point of diagnosis onwards, offering advice on managing

symptoms, answering questions about treatment options and developing skills to help patients maintain their independence. They look after as many as 40 people at a time, all with varying needs.

The service is funded by Macmillan Cancer Support and the matrons are employed by ECCH.



You Said...

Sandi Brumell, from Gorleston, who has been treated by the cancer matrons for over a year, said: ***"Any problems and I get the answers I need. It's a lovely thing for them to do."*** Her husband Mike said: ***"They've been absolutely marvellous. They are special people, without any doubt. We wouldn't***

have managed to get through all the problems we've had without their support."



Key Role at New Health Centres

ECCH was at the forefront of a new era in healthcare when we began providing services at two new state-of-the-art health centres offering integrated services.

Kirkley Mill Health Centre in Lowestoft welcomed its first patients in April 2014 and Sole Bay Health Centre at Reydon opened in August 2014. NHS services run by ECCH include podiatry clinics, physiotherapy and neurological rehabilitation clinics, speech and language therapy, occupational therapy, district nursing, continence clinics and leg ulcer clinics.

Both health centres also incorporate GP practices and are bases for social care, fulfilling the ambition to bring together a wide range of health and social care services under one roof.





Community Hospitals by Matron Susie Capon

The Community Hospitals faced both challenging and exciting times in 2013/14 and nothing diminished the drive and enthusiasm of the Hospital staff to deliver superb care to our patients. Southwold Hospital team were recognised Team of the Year in the ECCH staff awards and Beccles Hospital staff celebrated 90 years of the hospital with residents of Beccles at a special church service. Northgate GP Unit has seen both its ward sisters retire but has remained strong and new leaders have emerged from within. In Halesworth, staff at both Patrick Stead Hospital and at Rayner Green Resource Centre have been learning and developing new skills to better meet patients' and service users' needs.

Feet First

We introduced a new test aimed at improving outcomes for patients with diabetes and reducing incidences of potential amputation.

Staff Nurse Diane Longman from Southwold Hospital worked with podiatry colleagues to develop a toe touch test and care pathway, based on guidance from Diabetes UK. It helps to identify those patients with reduced sensation and increased risk of diabetic ulceration. The 'once only' assessment is now used with all patients admitted to our units who have a diagnosis of diabetes.



Medical Students Train at the Nelson

The Nelson Medical Practice in Great Yarmouth, which is owned and run by ECCH, began training third year medical students from the University of East Anglia.

The students attended weekly presentations by the practice's clinical lead Dr Tajammal Mirza on subjects such as endocrinology, diabetes and renal medicine. They also met patients who had agreed to talk to them about their medical conditions and discussed with Dr Mirza possible types of treatment.

Children and Family Services

This service brings together a vast range of expertise in children's health care including school nurses, health visitors and specialist therapists.



Shining a Light

Our speech and language therapists held a conference to highlight the work being done to help people with communication difficulties.

The "Shine a Light" event in Great Yarmouth in April 2014 brought together professionals and service users to talk about overcoming speech difficulties in everyday life.

At any one time our speech and language therapists are working with 2000 adults and children in the Great Yarmouth and Waveney area, helping them communicate with their family, friends and the outside world and also to eat and swallow safely. They work in clinics, children's centres, in patients' own homes and also in the James Paget University Hospital.

Breastfeeding Award

Our breastfeeding support team were awarded UNICEF Baby Friendly Stage 3 (full) accreditation - proof that they provide world-leading advice and care. We consistently exceed the national average for the number of mothers still breastfeeding their babies at age 6 - 8 weeks.

We also launched a free app to help new mums access breastfeeding support and 24hr advice in November 2013. You can find it at www.breastfeedapp.co.uk





Fire Fighting Fit and Healthy

Fire fighters leapt into action to support our campaign for children and young people to lead healthier lifestyles at an event in Great Yarmouth's Marketplace.

They joined teams from our Childhood Healthy Weight Service to promote the free healthy weight programmes ECCH runs for children in the Great Yarmouth and Waveney area. These include Fire Fighting Fit and Healthy, an eight week course for 13 to 17 year olds who are above their ideal weight. It is run

in partnership with Norfolk and Suffolk Fire Services and gives youngsters a taste of life as a fire fighter while helping them improve their fitness.



Family Nurse Partnership

A Family Nurse Partnership (FNP) information event was held at our head office in Beccles in July 2014 where young mums and dads spoke to health and social care professionals about how the service has helped and supported them.

The Partnership's specially trained nurses work alongside first time teenage parents to improve pregnancy outcomes, child health and development and parents' economic self-sufficiency.

You Said...

Paris Keeling was just 15 when she discovered she was pregnant with Rosina and was supported by FNP nurse Diane Bryant.

Paris said: *"Because of Diane I carried on, got my GCSEs and went to college. Diane helped me get somewhere to live. She's been a massive part of my life. She stuck up for me all the way and was always there by my side. I couldn't have asked for anyone better."*



Health Improvement Services

Our Health Improvement Services focus on helping people get fitter and make healthier lifestyle choices with the aim of aiding recovery or, preferably, preventing illnesses occurring.



A Right Royal Sports Day

Our Wellbeing Team got local business staff and their bosses out of the office and onto the beach for a workplace sports competition when the Queen's Baton Relay came to Lowestoft in July 2014.

It was part of a day of sporting activity to celebrate the Commonwealth Games. ECCH led by example, fielding its own teams for rounders, beach volleyball and power kiting – all to encourage office workers to have a more active lifestyle.

Health Promotion

We introduced new initiatives to encourage people to get fitter including sessions on pool bikes at the Marina Leisure Centre in Great Yarmouth and a walking football club aimed at improving the fitness of over 50s.

Nine new businesses signed up to our Workplace Health Scheme, reaching more than 5,500 employees.



Know Your Numbers

We set up 'pressure stations' to mark Blood Pressure UK's flagship awareness campaign – Know Your Numbers.

Our Health and Wellbeing Service worked in partnership with local pharmacies in Lowestoft and Great Yarmouth to organise free drop-in blood pressure checks in September 2014.

Enrichment Days

We held a series of multi-sport 'enrichment days' with students from Earthsea House, a residential school for youngsters with behavioural issues as a result of trauma in early life. Activities included land paddle boarding at Gorleston beach, power kiting and boxercise.

We hoped to improve their understanding of the importance of leading an active lifestyle while giving them the opportunity to build self-confidence and team building skills. The response both from the school and the pupils was very positive. One child wrote: ***"You were really patient with all the children. Patience is a really big thing because it takes a lot of practice. I think you must be a really good teacher because I had never done it before but I got it straight away. Thank you so much for teaching the children at Earthsea."***

Sexual Health Promotion

We achieved over 60,000 hits on our sexual health website for young people. Over 300 professionals trained in sexual health related subjects, including primary care professionals and nursing students. 30 sexual health and C-Card events were delivered at high schools, sixth forms and colleges registering 1,819 young people onto the scheme.



You Said...

Phil Strevens, from Lowestoft (centre), was referred to one of our specialist exercise classes after having a tumour removed from his heart. In September 2014 he and ECCH physical activity instructor Vinny Brown (right) completed the Three Peaks Challenge together.

Phil said: ***"I was impressed by the thorough preparation and background work that we completed. My exercise programme was challenging but closely monitored and achievable. I was relieved to find a friendly and encouraging atmosphere within the groups."***

Stop Smoking Support

We rolled out free Quit Clubs in Great Yarmouth, Gorleston and Lowestoft in 2014 to help people give up smoking. We also took

part in the national Stoptober event with a roadshow in Great Yarmouth in September.



You Said...

Lucy Beer from Lowestoft was 29 weeks pregnant when she and her partner Andrew Jones stopped smoking after meeting one of our specialist advisors. Lucy said: ***"Our advisor was a real help. We gave up because we thought smoking was harming our baby. Now I have a lot more energy."***



Performance and Delivery

As a Community Interest Company we have the freedom to innovate and work differently, remodelling services to be more flexible and integrated so our patients receive more 'joined-up' care. Our primary aim is to provide the highest quality of service– and we will never stop striving to improve based on the feedback from our patients and clients and the experience of our staff and commissioners.



Infection Prevention and Control

We had no cases of bMRSA or C-diff attributable to ECCH during the period covered by this report.

In autumn and winter 2013/14 60% of our staff accepted flu jabs. This compares to an England average of 48.6%. By doing so we helped limit the spread of community-borne flu and protected our patients.

We held two immunisation study days for staff, local clinicians and pharmacists to help reinforce best practice. We also held two care home study days covering topics such as falls prevention and cleaning standards.

To mark national Infection Control Week we spent a morning with Pakefield Primary School pupils using competitions and fun activities to show them how good hygiene practices will help them beat bugs.



Praise for Exceeding Targets

ECCH was praised for exceeding its targets in delivering a national programme to monitor children's weight.

The National Child Measurement Programme (NCMP) ensures school children in reception class (ages four to five) and year 6 (ages 10 and 11) are weighed and measured in order that better NHS health services can be planned and provided for children.

Figures show that our specially trained staff measured 98% of children in reception and 95.9% in year 6 from 36 state schools in Norfolk and provided feedback to 100% of parents of those children measured. The target is 95%.

Thomasin Keeble, Advanced Public Health Officer for Norfolk County Council said: *"I am delighted to see that ECCH has not just met but exceeded its targets, which is a fantastic result. It clearly reflects the dedication and hard work of all of the ECCH Childhood Healthy Weight Service team."*

More than **43%** of mothers are still breastfeeding their babies at age 6-8 weeks in Great Yarmouth and Waveney, exceeding national targets. That's a substantial increase on the **30%** of five years ago.

Inspection Passes

Five of our premises received routine, unannounced inspection visits from the Care Quality Commission (CQC) and passed with

flying colours. These were our community hospital in Southwold, the contraception and sexual health clinics in Regent Road Lowestoft, and King's Street, Great Yarmouth, the Nelson Medical Practice in Great Yarmouth and the community care ward at Northgate Hospital. Our staff were praised highly by patients, whose words were used in the subsequent CQC reports including ***"The staff are angels"*** (the Nelson), ***"You can't fake that type of kindness and caring. It is genuine and sincere"*** and ***"The care and treatment here is second to none"*** (Southwold Hospital).

Health Promotion Surveys

We carried out surveys with users of some of our Health Improvement Services which showed:

86% of people surveyed were very satisfied with the Exercise Referral Scheme

94% of people were very satisfied with the Stop Smoking Service

Myalgic Encephalopathy (ME) / Chronic Fatigue Syndrome (CFS)

A survey of children and young people who use our ME/CFS service showed **90%** would recommend the service to others.

You Said...

Patient feedback from the ME/CFS survey included:

"We have been really impressed by the support we have received."

"We were all in a dark place before our first appointment. I can't thank the CFS Service enough for getting us all back on track and fulfilling our lives."



Access All Areas

East Coast Community Access is the team which takes calls from patients, GPs or hospital colleagues wishing to contact a community clinician - nearly 14,000 calls a month on average. When the team was introduced in September 2012 they were the point of contact for just five of our services including district nursing and Hospice at Home. Now they handle 13 services, adding another three - the out of hospital team, podiatry and community matrons - during 2013/14.

Compliments, Complaints or Concerns

Our Patient Liaison team assists patients not only with the care that ECCH provides, but also to help them navigate around the NHS as a whole. We help patients to understand who provides which service and give them the appropriate information to effectively contact those services. Of the 682 calls the team received in 2013/14, more than half (378) were compliments. We had a total of 91 complaints across all 35 services and these have been addressed.



Great People

As a social enterprise, ECCH is owned by its staff who have the option to become 'shareholders' and play an active part in developing the organisation. We have around 900 staff and we have seen shareholder numbers rise from 44% in October 2013 to 55% in September 2014. Two Staff Directors are elected by their colleagues to represent them at Board level. This year Peter Bailey, who became Staff Director when ECCH was formed in 2011, ended his tenure and Ali Jennings was elected.



Staff Directors

I attended my first ever Board meeting in August. I felt extremely privileged that staff had elected me to be there but was worried about my role and struggling to understand everything that went on.

After six months of attending Board and Board development days I have greater clarity about the 'cogs' of the organisation. My understanding of my role and function as Staff Director has become clearer and one of my main priorities is to ensure communication channels are as effective as possible.

As a staff director I attend the Communication and Engagement Group which looks at how we as an organisation engage effectively with our staff and with

partner agencies. I also co-chair our monthly shareholder focus group, The Hub. I'm delighted to say membership is growing and it's an important forum for staff to feedback ideas and look at how we as a social enterprise drive our business forward, as well as our responsibility to support our community.

I hope I do the role justice and I am looking forward to the next two and a half years to build on the solid foundations that the previous staff directors laid.

Peter Bailey reflects on being a staff director

Teresa and I stepped into the unknown three years ago. We have had the rare privilege to be both ordinary staff and fully involved Board members with the same rights and responsibilities of both the executive and non-executive directors.

There have been many highs and lows. As a Board member, each opportunity taken has presented a massive 'feel-good factor' and each opportunity not fully utilised has led to a deep feeling of sadness. The personal opportunities are incredibly rewarding and it is certainly a post that requires resilience and confidence to be 'the voice of staff' in the boardroom. The majority of Board business looks at the past performance and future opportunity against clinical and financial targets and I have found it really interesting discovering more about the diversity of services we provide.

For me sitting on the Board has really broken the 'us & them' barriers. Everyone is the same, working really hard to achieve success for the company and enable us to progress into the future.



Teresa Gooch wins National Award

Teresa Gooch was rewarded for her three year term as a Staff Director with a prestigious award recognising her work encouraging colleagues to play a part in running the organisation.

Teresa, a physiotherapist at Kirkley Mill Health Centre in Lowestoft, was named as Employee Ownership Champion at the Philip Baxendale Awards in Nottingham. The awards are

the UK's only dedicated celebration of excellence in employee ownership.

Teresa's accomplishments as a Staff Director include playing a key role in boosting the number of staff shareholders, chairing 'The Hub' and organising our first staff awards ceremony.

ECCH Chair Paul Steward said: ***"This win is a tremendous endorsement of Teresa's hard work. Through her commitment and integrity she has established the role of Staff Director as key to the success of ECCH as a staff owned organisation."***



Staff Awards

We held our first awards event in 2014 to recognise the exceptional dedication our staff demonstrate in their daily work.

The Lowestoft Out of Hospital Team won the Chairman's Award for its successful start-up in April, bringing together health and social care disciplines and working 24/7 in a truly integrated way.

Eleven awards were given out in total at the event which was funded entirely by generous local sponsors. Team of the Year was won by the Southwold Community Hospital Team. The Innovation Award was given to Speech and Language Therapist Sarah Organ who has championed a special storytelling approach at the John Grant School at Caister-on-Sea using rhyme, rhythm and repetition to develop children's communication skills.

Other winners were: Jordan Weavers who joined ECCH in 2013 as an apprentice and now works with the Project Support Team. He won the Rising Star Award. Senior physiotherapist Suzanne Blowers won the 'Making a Difference' Award for leading the physiotherapy team at the new Kirkley Mill Health Centre.

Clinical Education Lead Helen Copeman-Murray won Entrepreneur of the Year for her work increasing the number of students that ECCH supports and introducing a range of education projects to the organisation. Abi Howes was voted Inspirational Champion for her success building ECCH's Workplace Health team promoting fitness and a healthy lifestyle within local businesses.

Four 'ECCH Champion' awards were also given to members of staff who show particular commitment. These were Community Hospitals Matron, Susie Capon; HR Systems and Admin team leader, Rachel Marshall; Speech and Language Therapist, Nicola Savage and Healthy Child Programme Lead for North Lowestoft, Amanda Wheeler.



People Matter

Throughout 2013/14 we have significantly increased our in-house training provision. We now have a diverse programme of courses with the introduction of Engagement Matters and Workforce Matters to complement Recruitment, Attendance and Performance Matters. The feedback and evaluation to date has been extremely positive.

We have also made significant improvements to our mandatory staff training by bringing the delivery in-house. This has helped raise compliance figures, enhanced quality and strengthened understanding of how to apply learning in the workplace.

Health Coaching

We have initiated a Health Coaching programme for all our staff in order to develop new ways of working with patients and help them better understand their conditions and how to improve them. Three ECCH staff are now trained and accredited facilitators of our health coaching course and deliver it internally and to other NHS and social care staff across the East of England.

Health coaching involves helping patients gain the knowledge, skills and confidence to become active participants in their care so that they can reach their self-identified health goals. ECCH staff who have undertaken the training say that it makes them

feel more motivated and improves their communication skills. This promotes more effective consultation with patients and enables patients to make better choices about their care.



Giving Back

As a social enterprise we are always looking for ways to benefit the communities we serve, whether it is by investing any surplus into additional services, sharing our expertise or raising money for charity.



Phones to Help Victims of Violence

We donated 157 phones to Norfolk Partners Against Crime Task Force (PACT), a charity which helps victims of violence.

The phones were previously used by staff who have now been issued smart phones as part of a mobile working system that enables more patients to be treated in their own homes.

The crime reduction charity, which is based at the police headquarters in Wymondham, runs a scheme that uses the funding from recycled phones to assist victims of domestic violence and other vulnerable people.

Fire and Ice

ECCH clinicians who work with patients suffering from motor neurone disease (MND) wanted to do more than the standard 'ice bucket challenge' to raise awareness of the condition – so they enlisted Suffolk Fire Service to hose them down at Lowestoft Fire Station!

However, the fire officers played an additional trick – hiding on the roof of a building and dousing them with huge binfuls of ice as well.

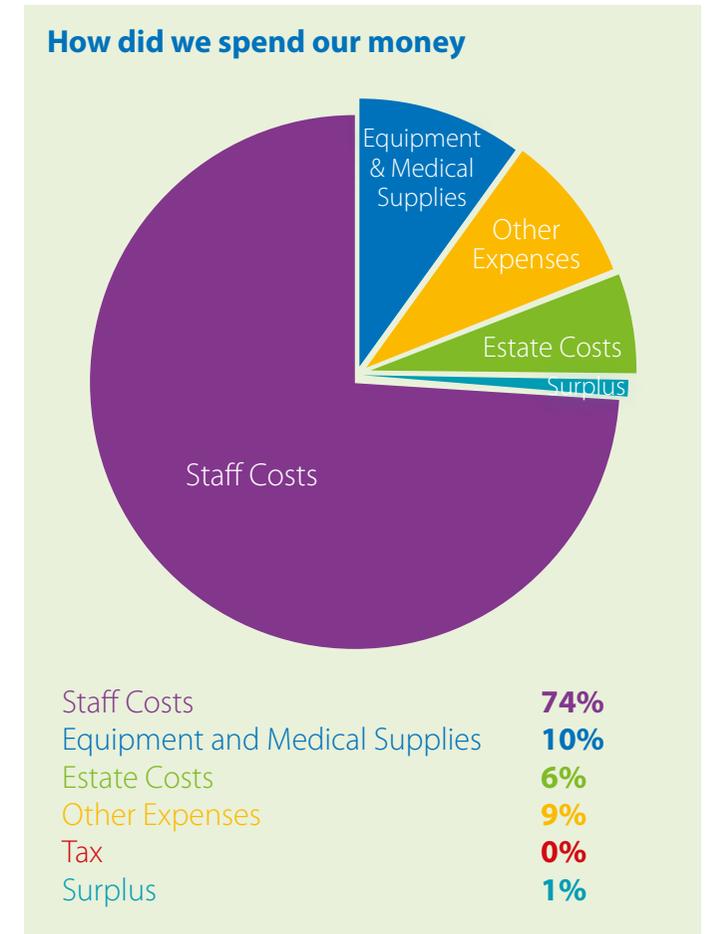
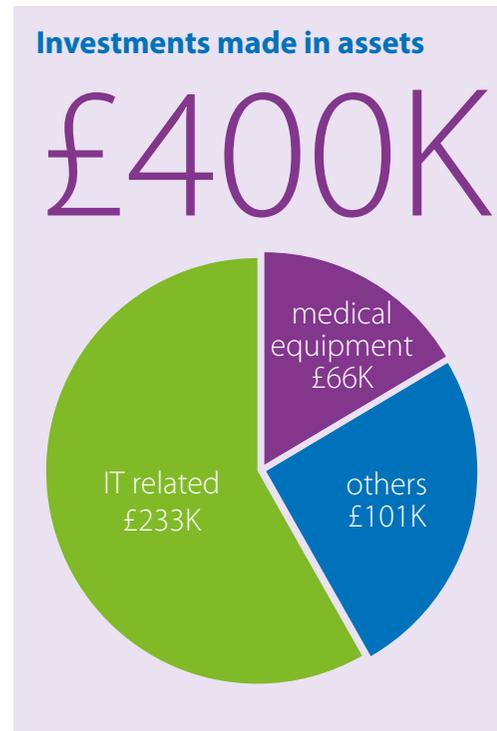
Eighteen clinicians including physiotherapists, neurology nurses, speech therapists and occupational therapists took part. ECCH clinicians care for patients with MND from their initial diagnosis through every stage of the disease including helping them with mobility, offering emotional support, assisting them in adapting their homes and advising on medication.



Socially Enterprising

We raised funds for local charities at a number of staff social events throughout the year. At the annual quiz night in April we collected £370 through tickets sales and a raffle. ECCH then matched this amount and donated it to Age UK Norfolk and Suffolk. At the Staff Awards event £300 was raised through raffle ticket sales. Again this was doubled and donated to Beach Radio's charity Help an East Coast Child.

Financial Statements



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