



East Coast Community Healthcare
Annual Report 2011/12
Delivering High Quality Care Every Time



east coast
community healthcare

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Contraception and Sexual Health Service
Physical Activity Team Children's Centres
School Nursing Family Nurse Partnership
ME/Chronic Fatigue Syndrome Service Continuing Care
Speech and Language Therapy (adults and children)
Prison Healthcare Podiatry Minor Injury Units
Physiotherapy Community Hospitals

Rayner Green Resource Centre
Community Matrons
Chronic Obstructive Pulmonary Disease (COPD) Nursing
Health Visiting Sexual Health Promotion Unit
Admission Prevention
Breastfeeding Support
Nelson Medical Practice
Hospice at Home
Workplace Health Promotion
Continence Service
MEND Health Improvement
Neurology, Occupational Therapy
Falls Service
Smoking Cessation
Healthy Schools Team
TB Control Team

HENRY

Our Journey So Far

"It's all about retaining genuine pride in our history and origins whilst actively embracing a more competitive, fast-paced future"

East Coast Community Healthcare (ECCH) is different and dynamic. Different because we are a social enterprise, owned by the staff to benefit the communities we serve. Dynamic because we're agile enough to change and improve the way our patients and clients are cared for.

ECCH was launched as a Community Interest Company (social enterprise) on 1st October 2011.

We offer 37 different services for the NHS, public health and social care, mainly to our local population of 230,000 in Great Yarmouth and Waveney.

Prior to 1st October 2011 we were part of NHS Great Yarmouth and Waveney. We applied to become an independent social enterprise so that we could take charge of our own destiny and make real improvements in services to patients.



Message from Paul Steward, our Chair



It has been a pleasure and a privilege to lead the ECCH Board in this, our first year as a Community Interest Company. I hope you will agree we have completed a very successful year in providing services to the people of Great Yarmouth and Waveney.

My non-executive director colleagues and I regularly visit clinical areas where we sit in on clinics, shadow community based staff, attend clinical operational meetings and get to meet patients. We also rely on our Staff Directors to ensure Board members are engaged with staff and that there is a real influence on decision making. I wish to publicly thank our Staff Directors for the unique and very demanding role they perform so effectively.

During the year we completed our team and now have a very cohesive Board bringing executive expertise at a strategic level combined with a wide range of skills and experience from our non-executives. This mix encourages appropriate challenge to gain assurance that we perform in a professional and safe manner.

It has been a year of learning for the Board and I am proud of what we have achieved.

"It has been an incredible first year. ECCH's journey has not been without hard work for all but it has surpassed our expectations. It is critical in a social enterprise like ECCH for the voice of staff to be heard clearly at Board. It is important for patients too. Peter and I will continue to ensure that the views of staff are integral to the decisions we take."

Teresa Gooch, who is a Staff Director and Senior Physiotherapist along with Peter Bailey who is a Staff Director and Senior Podiatrist.



Message from Tracy Cannell, our Managing Director

From the outset I must thank and pay tribute to all our staff who are the heart of this organisation. Their enthusiasm, professionalism and openness to innovate and develop has made East Coast Community Healthcare the dynamic and exciting social enterprise it is. There is an energy and buzz about ECCH which makes it truly outstanding.

When we launched we promised to change the way community services work, to deliver further improvements to the quality of our care, to support our staff and partners, and also to deliver better value for money for our Commissioners.

We gave ourselves four years to achieve a long list of milestones such as implementing mobile IT, creating integrated teams, helping our acute hospital and primary care colleagues reduce length of hospital stays, further improving patient experience, reducing staff sickness... all these we have achieved in the first 12 months.

We have done this without reducing staffing, in fact we have increased the number of staff providing care and have instead cut overhead costs to allow us to spend more money on service delivery.

I am immensely proud that we have risen to these challenges. As a new social enterprise this is the first step. We will continue to look at how we can grow and develop to be the very best employer and partner we can be. Most of all our primary focus and priority will always be on the people we care for and the services we provide to communities. We said our aim in becoming an independent social enterprise was to deliver high quality services every time; our Annual Report sets out how we have started to fulfil that promise.



Tracy Cannell



Our Year

October

THIS IS IT!

ECCH formally launched.
We're a Social Enterprise and we're
here to make a difference

November

TALK TO YOUR BABY IN THE BUGGY

Speech and Language Therapy launch
campaign in conjunction with Suffolk
County Council

December

EXPANDING ALREADY!

Over 70 domestic and
catering staff join ECCH

January

SETTING OUT OUR STALL

Our first "Marketplace" event for
staff, partners and the public to see
what we do

February

BUILDERS IN

Refurbishment of the Contraceptive
and Sexual Health Services clinic in
Great Yarmouth

March

MORE FAMILIES BEING HELPED

Our Health Visitors are ramping up the
number of families they see and help (All
HV's now trained in new antenatal and
postnatal interviewing)

of Progress!

April

HVs - LEADING THE WAY

The government makes us an "Early Implementer Site" for new Health Visiting techniques. Great for us - even better for the families we support

May

NELSON SCORES

Nelson Medical Practice received the best possible score of 99.6% in the Quality and Outcomes Framework. The best in Great Yarmouth and Waveney

June

LOOKING AFTER THE BOYS

National Men's Health Week so we're setting up 'MOT' stations, offering free mini health checks and staging a Dad's World Cup!

July

CHILDREN'S CENTRES

Success with Great Yarmouth Community Trust in gaining two children's centres in Gorleston

August

CONTRACT RENEWED

Our contract to provide Needle Exchange Services was renewed
Eight newly qualified Health Visitors recruited

September

EAST COAST COMMUNITY ACCESS

Launched new contact centre. Now we're putting our nurses and therapists in touch with patients and doctors even faster

1st October 2012
Happy Birthday!

Our second marketplace
month celebrating our
first
amazing year

Together We've Grown



We have now seen staff shareholding rise to 42%. That's more in one year than most social enterprises achieve in their lifetime. We're proud that so many of our staff take an active interest in our business, including attending 'The Hub' – our regular shareholder forum. Five staff were also nominated as ECCH Champions.

Our staff are the key to innovation. We're developing better ways to deliver our services, such as investing in mobile IT for clinical staff in the field and integrating our adult and children's safeguarding training. It has helped us strengthen patient care, deliver high quality services for our Commissioners and deliver greater efficiencies.

And the result? We placed successful bids to run children's centres, renewed our needle exchange contract and launched East Coast Community Access, which connects patients and clinicians faster. ECCA generated considerable savings which we have ploughed back into the business – and has scope for further development.

Unlike many services funded by public monies we haven't generated the year on year efficiency savings we all have to make by cutting front line care. Instead we looked at how we could reduce our overheads. This has protected service delivery and we have actually speeded up recruitment processes.

Our staff chose how to spend this year's £10,000 surplus:

- Music therapy equipment for Rayner Green Resource Centre
- Dementia/mental health training for nursing staff
- New audiology equipment for the school nursing service
- Equipment to help turn end-of-life patients in their beds comfortably

In 2011/12 we helped 2367 people quit smoking, exceeding our target by 16%. Ours is the best performing Stop Smoking Service in the East of England.

"I wish to express my thanks to all who helped me with my breastfeeding. For the home visits, telephone calls and the advice and support. You have enabled me to have such a positive experience."

"Thank you so much for all the care, support and kindness you have all shown"

We have helped patients stay out of hospital - and remain safe and well at home - by bringing together our Falls and Admissions Prevention Services.

Patient care round the clock, helping them stay well and out of hospital – we launched our Twilight District Nursing service.

"The standards of care, hygiene and cleanliness at the GP Unit at Northgate Hospital were to be commended"

Our Breastfeeding Team achieved "UNICEF Accreditation" - the benchmark in training to support new mums.

"Your nurses do a wonderful job under a lot of pressure and deserve a great deal of praise"

Delivering High Quality Care, Every Time, Every Day



Our Performance at a Glance 2011/12



For East Coast Community Healthcare, performance is not about numbers, it's about how well we serve our patients.

We will never stop improving, using feedback from patients and the experience of our staff and Commissioners.

- In April we started asking patients in our community hospitals 'would you recommend this service to your friends and family'. The responses are analysed to produce a 'net promoter score'. In April, June and September we scored 100%.
- We put patient safety first. There were no cases of MRSA or C-difficile attributable to ECCH care. For C-diff we remained the best provider in England

"The Podiatry Team truly are shining examples of a dedicated, skilled and highly motivated team that should be held as a model of good practice throughout the healthcare sector"

"I would like to thank the wonderful Nursing staff at Northgate Hospital. My mum was treated with such dignity and respect and given outstanding care, above and beyond everyday duties."

"Every person I have encountered in the Physio Department has been unfailingly kind and helpful"

- Our GP Practice, the Nelson Medical Centre in Great Yarmouth, achieved a huge improvement in performance against the Quality and Outcomes Framework (QoF), rising from 76% in 2010/11 up to 99.6% in 2011/12. This puts the Practice amongst the top performing GP surgeries in the country.
- 52.4% of frontline clinical staff had a flu jab - the average take up within the NHS in England was 43%
- We're proud that despite thousands of patient contacts every month, the number of formal complaints made to us are so few
- By the end of the year our Norfolk and Waveney Chlamydia Screening Programme achieved all nine of its Key Performance Indicators (KPIs)

Our Finances

How did we spend our money?



Key Statistics

- Turnover £38.1m
- Profit after Tax £714,000 (40% ahead of plan)
Percentage of profit retained for reinvestment: 100%
- £100,000 invested in mobile working technology with further significant investment planned
- 822 staff and growing

We're a business like any other, so we're prudent with our money. Through operational efficiencies and negotiations with suppliers we reduced corporate expenditure by nearly £185,000. That's cash we ploughed back into our social enterprise.





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