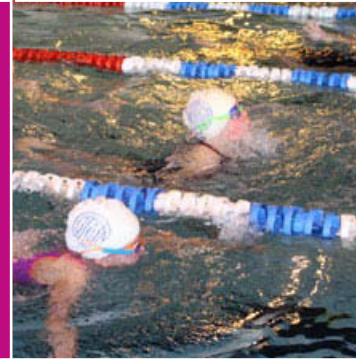


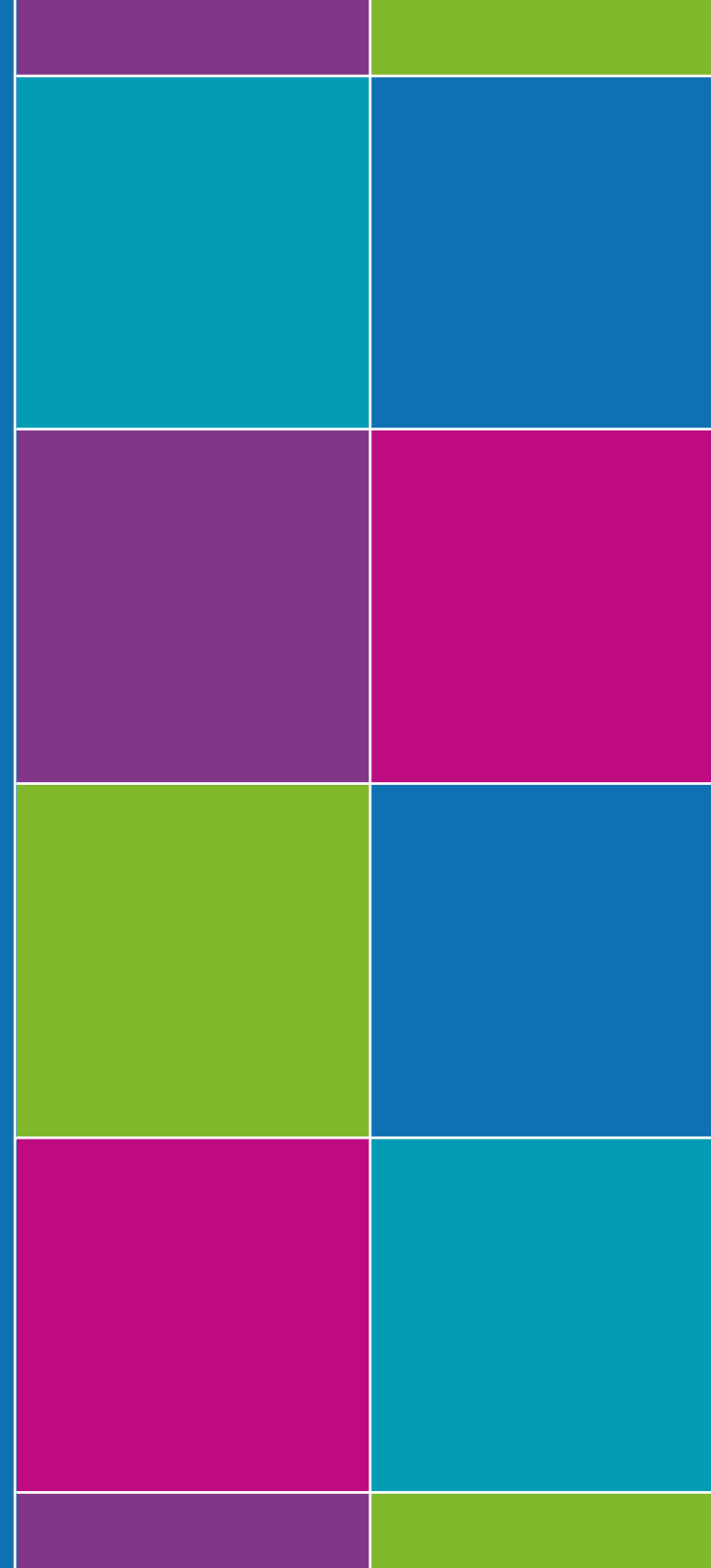
# Annual Report 2014-15



  
east coast  
community healthcare

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# About Us

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

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

A Community Interest Company, ECCH ploughs all its surplus resources back into its services to the benefit of the community. We are owned by our staff and pride ourselves on our ability to innovate and be flexible in order to improve our services. We continue to integrate the delivery of our services so our patients receive more 'joined-up' care. We are forging new partnerships within the health and social care sector as well as with business and third sector organisations to ensure we offer the best possible services for our patients and clients. We are also exploring different ventures to diversify our business such as setting up a nursery in Beccles after identifying a need for more high quality full time childcare in the area.

This Annual Report looks at some of our highlights between October 1st 2014 and September 30th 2015 including the launch of our second Out of Hospital Team, a prestigious award for our Cancer Matrons and being ranked 20th in the Employee Ownership Association's top 50 biggest employee-owned companies.

## ***Our vision***

***"We are a groundbreaking, forward thinking, community focused social enterprise with a reputation for excellence and quality in improving health and wellbeing."***



# Meet the Board

We are in an environment of change and challenge in the health and care world. Many may say it has ever been so. I would agree but add that this feels different, if only for the amount of pressure all healthcare economies are under.

Far from this being a negative, when I reflect upon ECCH's achievements during the past year and look forward to our plans for the future, I am enthused and excited about the opportunities as well as the challenges we face in continuing to improve the services ECCH provides to the people of Great Yarmouth and Waveney.

It is difficult to single out any one service as ECCH provides a vast range and all are recognised as high quality. A few examples will give a flavour of the innovative approach and ambition that ECCH has to make real changes for the better. ECCH's Out of Hospital teams now operate in both Norfolk and Waveney and demonstrate integrated working, improved use of resources and, most importantly, better outcomes for patients. They have achieved national recognition and are now a model of care emulated by other organisations.

ECCH has expanded its Primary Care services with Bungay Medical Practice joining ECCH's Nelson Medical Centre as our second practice.

There are plans to expand in this area and use economies of scale to ensure

value for money, offer an extended range of services and attractive employment opportunities. With the practice staff, we will develop new ways of working to improve services for the practices' populations.

ECCH has continued to innovate within its nationally recognised Children's Services. A Children's Dental Health pilot has been developed, in partnership with Suffolk Public Health. This will help tackle the problem of tooth decay in early years - so important for later life.

Looking forward, with our unique status as a staff-owned social enterprise, I am confident that plans to increase the reach of our services and diversify into new areas of health and care will ensure a bright future for our organisation and safeguard services for the local population. ECCH is used to partnership working and that approach is now underpinned by formal agreements, with ECCH acknowledged as both a key provider and facilitator within the local Health and Care Economies.

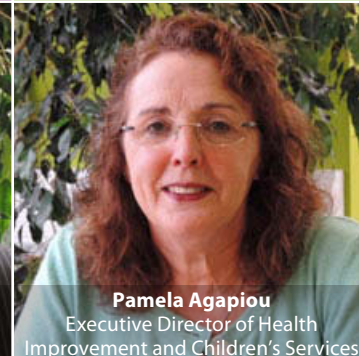
Any organisation is only as good as its people and this is where I think ECCH's greatest strength lies. We have a great team and I would like to thank you all for your continued support and hard work.



Paul Steward  
Chairman



Paul Steward  
Chairman



Pamela Agapiou  
Executive Director of Health  
Improvement and Children's Services



David White  
Non Executive Director



Jonathan Williams  
Chief Executive



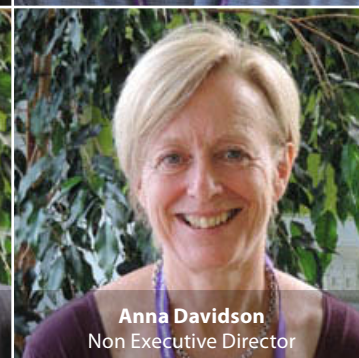
Mike Cotton  
Non Executive Director



Ali Jennings  
Staff Director



Simon Bragg  
Executive Director of  
Finance and Resources



Anna Davidson  
Non Executive Director



Simon Drewett  
Staff Director



Adele Madin  
Executive Director of Adult Services



Tony Osmanski  
Non Executive Director



# Meet the Executive Team

Another year has flown by, and as I take this opportunity to reflect upon the growth and development of ECCH, I think of the strong foundations we have built within our local health and social care economy.

We are working within some of the most challenging circumstances for healthcare in living memory. Rising demand, financial constraints and the need to maintain a strong and skilled workforce have posed great difficulties but we have faced up to the challenges and become an important, influential and pivotal organisation. We are praised for our determination to work collaboratively, to be innovative and flexible but most of all I believe we have built strong, trusting relationships that will prove to be the foundations for future success.

Last year I set the challenge for myself and all leaders across the organisation to promote the unique character of our social enterprise. I asked for a focus upon high standards of communication in all aspects of our work and for the development of constructive, collaborative working relationships with our partner organisations. I also asked for a raised sense of accountability to our staff and shareholders. I have been so pleased with the response.

Shareholding has risen from 55% to 63% and there is a genuine sense of pride in the ownership of the organisation.

This year we will build upon this foundation, continue to improve communication between staff and the Board and ensure that we face the challenges ahead with a unified and determined resolve.

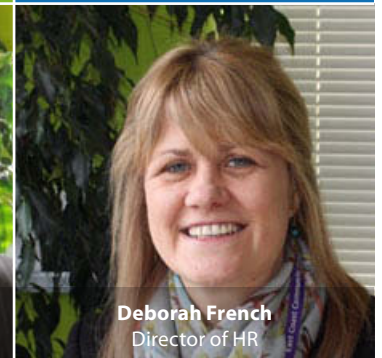
Looking forward to the year ahead I don't need a crystal ball to tell me that there will be continued pressure on services and a continued need for creative ways in which to deliver them effectively. Integration and innovation are the key words and ECCH is ideally placed to champion new ideas and new ways of working. Managing change and adapting to changing needs is a real strength that we find in abundance in ECCH. It has become part of our unique character and is an important reason why it is a special place to work.



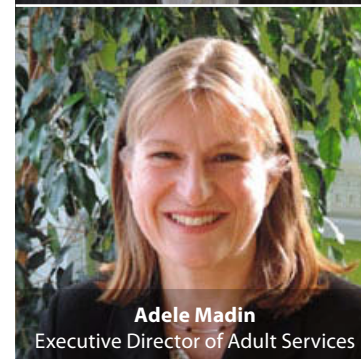
Jonathan Williams  
Chief Executive Officer



**Jonathan Williams**  
Chief Executive



**Deborah French**  
Director of HR



**Adele Madin**  
Executive Director of Adult Services



**Peter Gosling**  
Director of Corporate Services



**Pamela Agapiou**  
Executive Director of Health Improvement and Children's Services



**Elaine James**  
Director of Nursing, Therapies and Quality



**Simon Bragg**  
Executive Director of Finance and Resources



**Andy Thornton**  
Director of Strategy

# Quality Services

## Adult Services

More than a third of the population of Great Yarmouth and Waveney - around 74,000 people - are registered as service users with ECCH. From community hospitals and district nursing to therapies and palliative care.

### You said:

Jack Evans, 89, from Rollesby who was treated by the team for a urinary tract infection said:

***"I'd much rather be in my own home than hospital. They've done so much for me. I just want to thank everyone for all they've done."***



## North Out of Hospital Team a Success

Patients have given the thumbs up to our latest Out of Hospital Team which was set up in the Great Yarmouth area in April.

Based at Northgate Hospital, our clinicians and therapists are working in partnership with Norfolk County Council social care team to treat patients in their own homes without the need to admit them to hospital.

In a survey of 93 patients, 100% said they felt they were treated with dignity and respect, 98% were satisfied with the care they received and 78% said they felt there had been an improvement in their health and they could better understand and manage their condition.

The new team covers Great Yarmouth, Gorleston, Bradwell and the villages to the north of Great Yarmouth.

It is made up of community nurses, occupational therapists, physiotherapists, rehabilitation support workers and social workers and operates 24/7.

They use mobile technology to give them access to up to date patient records and have exclusive admission rights to seven beds with care at local residential care homes for those who require round the clock attention. They also offer advice and support to family and carers.

The launch follows the successful introduction of a similar team in Lowestoft in April 2014 which has helped more than 900 people and seen emergency admissions to the James Paget University Hospital drop by more than 7% while emergency admissions elsewhere have risen.



## South Out of Hospital Team invited to House of Commons

Two members of ECCH's Out of Hospital Team in Lowestoft went to the House of Commons in March to showcase what they've achieved at a launch event for the Better Care Fund which aims to integrate health and social services budgets for the benefit of the population.



Debbie Coe and Matt Hewett-Emmett joined representatives from 30 organisations around the country who are either already running an integrated team or have plans to set one up.

Debbie said: "We were one of only a few teams that have started integrated working but many had not co-located and most were working out of the acute units and not community based. We were also one of only a few teams who have been permanently funded and recruited specifically for this role as most teams are just using staff from their available pool.

"I was very heartened by the visit as it showed how far we have come in the past year and the achievements we have accomplished and overcome. In the grand scheme of things Lowestoft and Oulton Broad are quite small areas, but when being measured against the whole country we come fairly near the top."

## Cancer Matrons win Award

Our Macmillan Community Cancer Matrons won the award for Excellent People Centred Care and Support at the Norfolk Care Awards 2015.

The two matrons and one assistant support as many as 40 cancer patients at a time in Great Yarmouth and Waveney from the point of diagnosis onwards. They are part of an Anglia-wide pilot scheme that allows cancer patients to receive care and support closer to home rather than in hospitals. The service is funded by Macmillan Cancer Support and the matrons are employed by East Coast Community Healthcare.



## You said:

Pat Harper, from Caister, who has bladder cancer, said: *"They give you the confidence to take charge of things. When you're down they help you through it. You've got to start thinking for yourself and doing things for yourself and they help you to do that."*

Shirley Green, from Bradwell, who underwent chemotherapy following a mastectomy, said: *"When you're in a short consultation with the surgeon and you're nervous, you come out with loads of questions. The nurses would explain everything. I wouldn't have coped nearly as well without them."*

## Joining forces with Bungay Medical Practice

On 1st August 2015 ECCH signed a partnership agreement with Bungay Medical Practice. Two members of our management team joined Dr Andrew Emerson on the practice's board with ECCH now providing administration and HR support for the practice.

The move will see more integration of the two organisations' services in the future such as the possible introduction of physiotherapists, pharmacists and health improvement services at the practice. Future collaboration with education and social care services are also under consideration.

ECCH's Director of Adult Services Adele Madin said: "This is a very positive development as it will enable us to relieve the GPs of some of the administrative tasks they currently carry out, allowing them to focus on caring for their patients. Combining resources will create more financial stability and, crucially, we can share our clinical expertise and work towards further improving care."

Bungay Medical Practice Manager Sarah Harris said: "This is going to secure the future of the practice for patients in Bungay and the surrounding areas. In time it will offer them a greater variety of services and we hope a bigger organisation with more facilities will attract new GPs to the area too."



## Commitment to Closer Working

In July we formally pledged to work even more closely with James Paget University Hospitals (JPUH) NHS Foundation Trust for the benefit of local people. The two organisations agreed a Memorandum of Understanding which will govern joint working in the future.

ECCH is already closely connected with JPUH providing community support to people when they are discharged from the hospital and providing 'out of hospital' care that prevents a stay in hospital in the first place.

We also signed a Memorandum of Understanding with Sentinel Leisure Trust, a local charity that provides sport and leisure services across the district of Waveney. We work together on a range of health improvement projects and this marks our joint commitment to further this successful relationship.

James Paget University Hospitals



NHS Foundation Trust



## Challenges at our community hospitals

The future of the community hospitals we manage at Southwold, Halesworth and Northgate in Great Yarmouth was put in doubt with the launch in June of the Shape of the System consultation by NHS Great Yarmouth and Waveney Clinical Commissioning Group.

No decision had been made in the period covered by this report and the uncertainty made it difficult to retain and recruit staff.

In August patient admissions to Southwold Hospital's 14 inpatient beds were temporarily suspended on the grounds of patient safety resulting from the reduced nursing numbers. The remaining staff, including nurses and healthcare assistants, were relocated to the other community hospitals.

Jonathan Williams, chief executive of ECCH said: "This was not an easy decision but patient safety must come first. It was extremely difficult to retain and recruit trained nurses when the consultation left them without a clear future. But I pay tribute to our staff who took, and continue to take, a very flexible approach to this challenge and to supporting their colleagues in other areas."

Prior to this, beds for overnight-in patients at Patrick Stead Hospital in Halesworth were temporarily redeployed to other local hospitals for four months from November 2014 as a result of difficulties recruiting to cover long-term sickness and retirement.

Patients requiring overnight care were admitted to Southwold and Beccles Hospitals where extra beds were provided and the beds at Patrick Stead Hospital were used for day care patients from all three hospitals. Out-patient activity and other clinics and treatments continued on the site as usual. The use of agency staff had proved unreliable in some circumstances and ECCH was concerned that it was not satisfactory for ensuring safe running of the overnight ward over a sustained period.

Active recruitment of new staff resulted in the hospital taking overnight in-patients again in March, as planned.



## Food for thought

ECCH Speech and Language therapists ate nothing but pureed food and thickened drinks during national Nutrition and Hydration Week in March.

They stuck to the diets eaten by many of their patients who suffer from swallowing difficulties caused by conditions such as a stroke, Parkinson's disease or motor neurone disease. They also kept mood diaries detailing how it felt to eat a modified texture diet for five days with the aim of better understanding the issues their patients face.

Meanwhile, our staff at Southwold Hospital held a 'bake-off' during the same week to highlight the important role that good nutrition and hydration play in providing quality care in health and social care settings.

While many brought their sweet and savoury bakes to be judged, the hospital catering team provided a texture tasting session so staff and guests could sample different types of soft, moist, pureed and mashed food given to patients with swallowing difficulties. The overall winner was healthcare assistant Sam Smith.

## You Said:

Yvonne Smith, from Lowestoft, who has Parkinson's said:

*"I was so frightened of a lot of things before and now I'm a lot more laid back about it all. I'd stopped going out altogether and now I've started going out again so it's made a massive difference to me."*



## New Parkinson's group

ECCH's integrated community neurology team launched a pilot information group in Great Yarmouth for patients newly diagnosed with Parkinson's in November 2014.

The four free two hour sessions were set up in partnership with Parkinson's UK and are believed to be the first of their kind in the area.

They offered physiotherapy sessions, opportunities to speak to occupational therapists and speech and language therapists, talks on types of medication and available benefits as well as advice from all sorts of agencies including Age UK and Norfolk Carers Support.

The aim was to help people self-manage their condition as much as possible. The events were so successful more sessions were held in Great Yarmouth and Waveney in summer 2015.

The team also set up group exercise sessions in Lowestoft for those with Parkinson's and multiple sclerosis. These were introduced as a direct result of feedback from a patient engagement event held in 2014 and plans are afoot to run more across Great Yarmouth and Waveney.



# Children and Family Services

This year was a challenging one for our Children's and Families Services with Norfolk County Council deciding to appoint a single service provider across the whole county with the result that our services in Great Yarmouth were transferred.

We continue to provide a huge range of expertise in children's health care in the Waveney area including school nurses, health visitors, family nurse practitioners and specialist therapists.

## Fire Fighting Fit and Healthy Award

Our Firefighting Fit and Healthy exercise programme which helped youngsters get fitter by teaching them some of the skills of a firefighter was given a Community Partnership Award by Norfolk Fire Service in November 2014.

The free eight week course for 13 to 17 year olds who are above their ideal weight was delivered at Lowestoft and Great Yarmouth Fire Stations.



## ECCH's Health Visitors right on target

NHS England praised our health visitors for the service they provide to new mums and their babies in Great Yarmouth and Waveney in May.

In the previous two years ECCH health visitors had consistently met their target to see 90% of expectant mums before they are 28 weeks pregnant. They also provided visits to more than 95% of newborns, against a target of 95% for East Anglia.

Around 90% of babies were reviewed at 12 months of age and more than 95% by the age of two and a half, against a target of 90%.

Reviewing the figures for 2013-2015, NHS England described ECCH's performance as 'an outstanding achievement' which 'favours well compared to providers across the East'.

### You said:

18-year-old Blanes Lathwell from Lowestoft attended the course as a student and enjoyed it so much he began volunteering to help run the course with the fire fighters at Lowestoft. He said:

*"It's helped me be more confident. It's helped me lose weight, learn more life skills and people skills - and it builds your character because you see students who are really quiet at the start of the course and by the end of it they've really come out of their shell."*





## National praise for Family Nurse Partnership

ECCH's Family Nurse Partnership (FNP) received extremely positive feedback in its fourth annual review by the Family Nurse Partnership National Unit.

The Family Nurse Partnership is a voluntary programme for first time teenage parents. ECCH's specially trained nurses work alongside mums aged under 20 from the time they discover they are pregnant until their children are two years old.

The report said the programme was "moving from strength to strength". It said: "It is clear the ethos of FNP permeates the entire organisation – 'from the baby to the boardroom'. There has also been strong support given from a safeguarding perspective. The strength, capability and thoughtfulness of the supervisor and team is clear."

Young parents from the Great Yarmouth and Lowestoft area celebrated Easter with the nurses who helped them through their pregnancy and beyond at a special Family Nurse Partnership event in March. Staff from other ECCH services including the Healthy Weight Programme, which advises on nutrition and exercise, Health Improvement and the Stop Smoking service were also on hand to offer support and advice.



## You said:

18-year-old single mum Kim Thomas from Great Yarmouth (left) brought along her 9 month old daughter Sophia. She has been supported by family nurse Mia Vivian since she first discovered she was pregnant.

Kim said: *"Mia is my lifeline. I ask her every time I don't know what to do. We talk about Sophia's health, about safety and healthy eating. Being a mum is great. I love the challenge. I wouldn't change it for the world."*

## Children's dental health pilot

ECCH health visitors have been working in partnership with Suffolk Public Health to plan and deliver a universal health intervention for children in Suffolk to promote good oral hygiene and to tackle the problem of tooth decay in early years.

In March 2015 the five year pilot was launched involving the distribution of free promotional packs, including a toothbrush, toothpaste and information leaflet, to parents across the county at their child's one year developmental review.

Waveney has been identified as a target area giving a higher level of promotion to families. All staff have been given training in dental hygiene from the Community Dental Service. Evaluation of the project will be via a questionnaire undertaken at the one year review prior to any information being given to assess current levels of parental knowledge.



## Exercise classes for new mums

We launched a pilot exercise programme to benefit the health and wellbeing of new mums and mums-to-be in the Great Yarmouth area in February 2015.

ECCH's health visitors worked with our specialist physical activity instructors to tailor special 'Health Pregnancy and Beyond' exercise classes to the needs of ante and post-natal women. They included water-based exercise sessions on pool bikes at the Marina Leisure Centre and organised buggy walks.

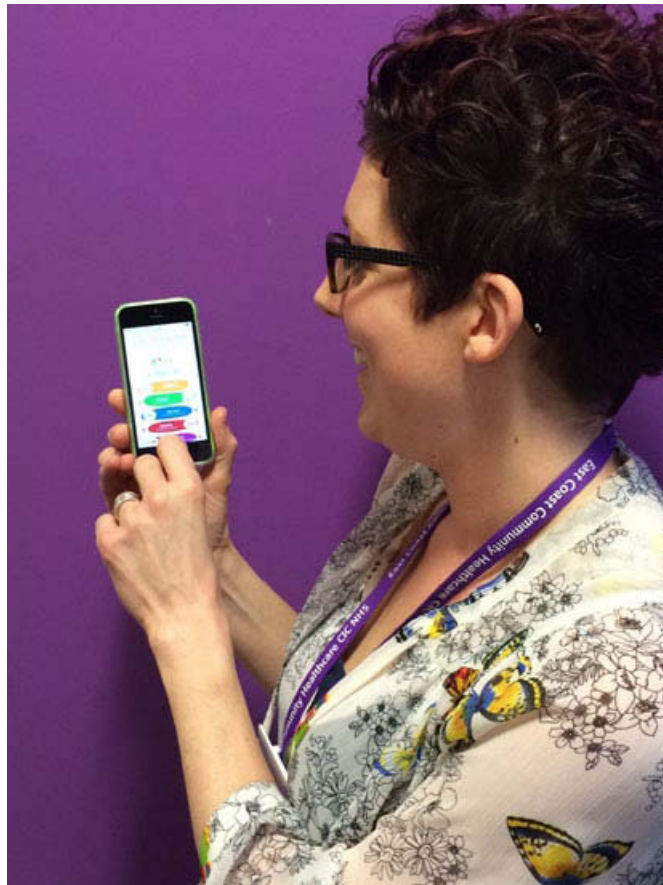
The aim was to provide psychological and physical benefits by improving energy levels, core strength and self-confidence as well as helping to combat low mood and post-natal depression.

## Children's healthy weight programme targets exceeded

ECCH once again exceeded its targets for delivering a national programme to monitor children's weight in Great Yarmouth and Gorleston.

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 ECCH's specially trained staff measured 97.6% of children in reception and 98.1% in year 6 from 36 state schools between June 2014 and June 2015. In 2013/14 they measured 98% and 95.9% respectively. The target is 95%.



## New weight app launched

We took new measures to combat the issue of childhood obesity by producing a new mobile web app to guide parents towards help and advice.

The app includes a body mass index (BMI) calculator so parents can assess whether their child is a healthy weight for their age. It also has fitness advice and a selection of healthy recipes.

Today one in three children in the UK aged between two and 10 years is overweight.



## Free baby life support training for parents

A free training session for parents to learn basic life support for babies was held at Martham Health Centre in May. The group were taught how to recognise the signs when a baby stops breathing or is choking. They also learned resuscitation techniques.

The session was organised by one of ECCH's Health Visitors Emma Czajkowski who said "Having worked previously in A&E, I have seen firsthand the difference that applying these techniques makes prior to the baby arriving at hospital. I feel very passionate about making sure as many parents as possible know what to do in the event that their baby stops breathing or is choking."

Hollie Ashton, from Winterton on Sea, whose baby was due three weeks after the training, said "I want to gain as much knowledge as possible before my baby arrives so I feel prepared if a situation arises."

Hollie's mum Hayley said "I lost my first child to SIDS (Sudden Infant Death Syndrome) and there was very little information out there at the time. I want to have peace of mind when my grandchild arrives and know exactly what to do if they stop breathing"

More training sessions have now been arranged for 2016.



# Health Improvement Services

Our Health Improvement Services help people make healthier lifestyle choices - including getting fitter, eating better, stopping smoking - with the aim of aiding recovery or, preferably, preventing illnesses occurring.

## Exercise team pumps it up

The Physical Activity team bought an inflatable football pitch in 2015 which was put to good use at events including summer holiday sports sessions beside Claremont Pier on Lowestoft beach in July.

The stadium was bought in partnership with Sentinel Leisure Trust and Suffolk Sport giving children and young people from five years to teenagers the chance to enjoy playing football and tag rugby.

Members of Lowestoft and Yarmouth rugby club as well as Norfolk and Suffolk football youth league helped with the sessions.



## Carbon Monoxide awareness event draws crowds

ECCH raised awareness of the dangers of carbon monoxide with an event in Lowestoft which brought together agencies and organisations who deal with the effects of this silent killer on a daily basis.

Carbon monoxide (known as CO) is a colourless, odourless poisonous gas which is the most common cause of accidental deaths in the home in the UK. Approximately half of the deaths from unintentional CO poisoning result from the inhalation of smoke from faulty heating appliances.

Lowestoft MP Peter Aldous opened the event in Lowestoft High Street in July. The ECCH Stop Smoking Team and health trainers carried out free wellbeing checks. Health visitors and the breast feeding team were also on hand to give advice to pregnant women and new mums.

Other organisations including the Gas Safety Trust, Suffolk Fire Brigade and staff from the hyperbaric unit at the James Paget University Hospital, which treats people with carbon monoxide poisoning, were offering help and information.

## National award for Stop Smoking Team

Our Stop Smoking Service won a national award in August for its efforts to encourage people to quit on No Smoking Day 2015.

The specialist team was awarded first prize in the Best Health Setting Category of the British Heart Foundation's Organiser of the Year awards.

The award recognises the enthusiasm and initiative of the team which had a stand in the foyer of the James Paget University Hospital in Gorleston for No Smoking Day in March.

The team used it to offer carbon monoxide readings, information about quitting smoking and referrals for support from the service throughout the quitting process.

Nicotine patches were supplied to those pledging to quit and there was a "Proud to be a Quitter" wall where former smokers posted messages about why they were pleased to have given up.

The judges said they were "most impressed with the strategy to get people started right there and then with their patches".





## Exercise 'hub' launched at Sole Bay Health Centre

A new exercise hub for people with medical conditions was launched at Sole Bay Health Centre at Reydon, near Southwold in April 2015.

It means patients who have received treatment from ECCH physiotherapists based there, or attended the GP surgery on site for problems like high blood pressure or obesity, can be referred directly for exercise classes to enhance and extend their care.

It enables ECCH to further integrate community healthcare with public health services and primary care as well as making the most of the facilities at the health centre to support patients. It has a purpose-built gym with equipment designed to build strength and stamina in the circuit-style training sessions.

ECCH senior physiotherapist Kieran Morling said: "Now when physiotherapists reach a certain point they can refer patients to continue their rehabilitation under the watchful eye of a fitness specialist. Being on the same site also means, if the fitness specialist wants to discuss anything, the physios and GPs are on site so they can leave notes or pop in and talk things over. It's a complete care package."

## Summer sports festival success

Our Wellbeing Team got local business staff and their bosses out of the office and onto the beach for a workplace sports competition in July.

They organised a Workplace Sports Festival on Lowestoft South Beach as part of the town's Summer Festival. Activities included football on our inflatable pitch, tag rugby, handball, volleyball and golf.



## Men offered Health MOTs

Trainers from ECCH and Mytime Health offered mini MOTs to men in Great Yarmouth and Lowestoft as part of Men's Health Week in June.

They checked blood pressure, body mass index (BMI), height and weight at free drop-in sessions and gave away a Man Manual about health and wellbeing to all those who attended.

The teams also offered health checks to staff at Birdseye in Lowestoft and at Centre 81, the charity which works with people with physical and sensory disabilities, in Great Yarmouth.

ECCH Health Promotion Practitioner Tracey Read said: "It's proven that men are more likely to smoke, drink alcohol to excessive levels and be overweight than women, all of which can increase the chance of serious illnesses such as cancer, heart disease and strokes. We want to help men understand the risks and how they can be reduced by leading a healthy lifestyle."





# Performance and Delivery

ECCH's primary aim is to provide the highest quality of service and we continually strive to improve on our excellent record based on the feedback we receive from our patients and clients as well as from our own staff and commissioners.

As a Community Interest Company we have the freedom to be more innovative and flexible in our ways of working to ensure our patients received more integrated care.

## Inspection Success

Beccles Community Hospital had a positive visit from the Care Quality Commission in August which acknowledged the work that had been put in place to introduce increased clinical supervision sessions and establish new processes to ensure that staff are aware of how to monitor their compliance with mandatory training.

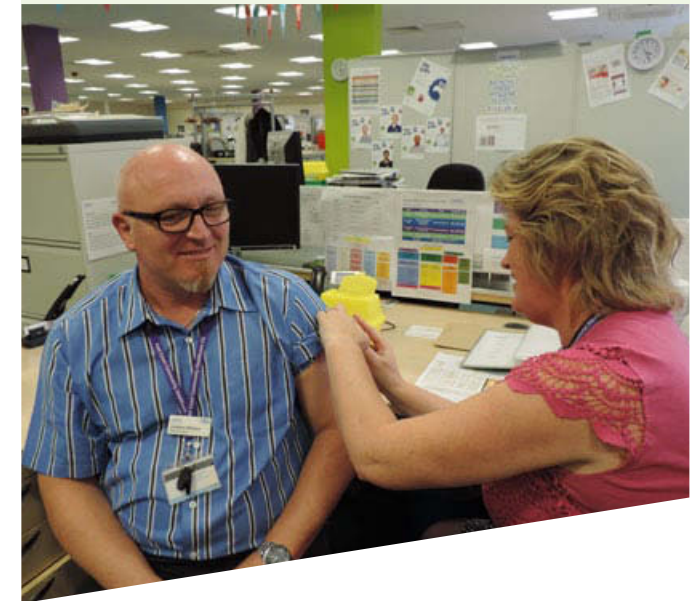
The CQC had requested action relating to these areas during a visit in 2014.

## 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 2014/15 50.1% of our staff accepted flu jabs. By doing this we helped to protect our patients and limit the spread of community borne flu.

We held two immunisation study days to help reinforce best practice. These were attended by 131 staff, local clinicians and pharmacists. We also established a 'link nurse' system for GP surgeries in our area to share information and enable formal, two-way communication between our specialist team and the nurses in the clinical setting. We have a similar link nurse system with local care homes, which currently includes around 90% of the care homes in Great Yarmouth and Waveney.



# How are we doing?

## More than 98% would recommend us

ECCH has received a clear 'thumbs up' from patients and service users in an NHS survey which shows 98.1% would recommend their care to friends and family.

From January to the end of September 2015, 84.9% of people who were asked said they were extremely likely and 13.2% said they were likely to recommend ECCH. Less than 1% said they were unlikely to recommend us. The results were achieved from a survey of 4688 patients and service users.

The Friends and Family Test (FFT) is a single question survey which asks people whether they would recommend the NHS service they have received to friends and family who need similar treatment or care.

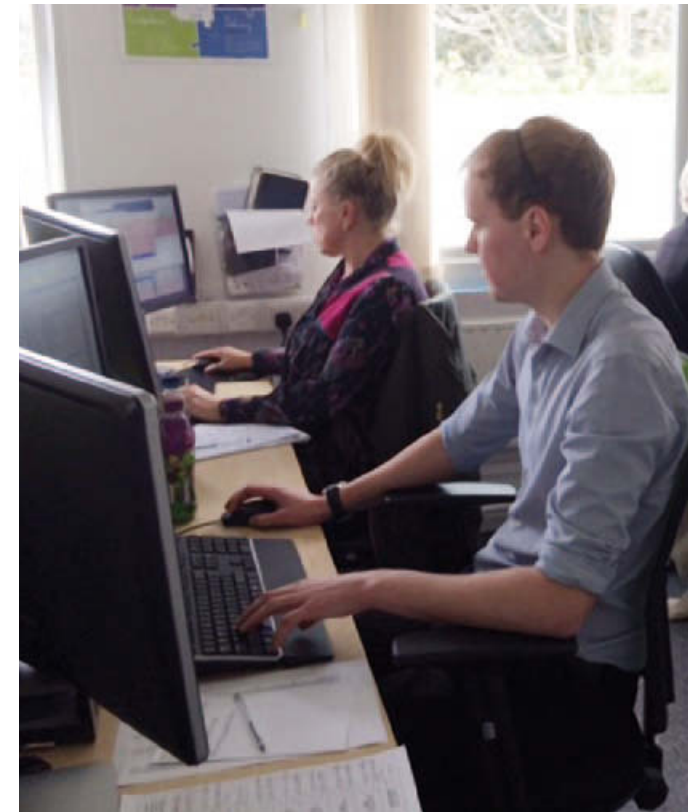
Director of Nursing and Quality, Elaine James, said: "These survey results are extremely positive which is testament to the commitment and dedication of our teams. People commented on the compassion, selflessness and enthusiasm they encountered from ECCH staff which is what we want to hear. Having said that, we are never complacent. We review all the feedback we receive and use it to constantly look for ways we can continue to offer the highest possible quality of care to our patients and service users."

## Compliments, Complaints and Concerns

Our Patient Liaison team helps advise patients and answer their queries and concerns, not only about ECCH's services but those of the NHS as a whole. We help patients to understand who provides which service and give them the appropriate information to make contact effectively. In the event of a complaint we have a robust investigation procedure.

We support complainants through the process and use these investigations to ensure service improvements are made whenever possible. We also use any feedback from patients and clients to inform the organisation's regular reviews of services. In 2014/15 the team received 1,062 contacts (telephone calls, letters, completed questionnaires, feedback forms, emails etc) of which more than half (598) were compliments.

We had a total of 128 complaints across all 34 services, nine of which were later withdrawn by patients and treated as concerns (a less formal complaint) and 11 of which were submitted without the consent of the patient.



## Further Improving Access to Care

East Coast Community Access (ECCA) 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.

This year they became the point of contact for more of ECCH's services - the new north out of hospital team, podiatry, neurology, community matrons and cancer matrons - taking the total services handled to 15.

They also extended their operating hours so they are now available from 7am to 10pm seven days a week.





# 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 55% in October 2014 to 63% in September 2015. Two Staff Directors are elected by their colleagues to represent them at Board level.

In November 2014 Training Officer Simon Drewett began his tenure alongside Safeguarding Lead/Named Nurse Ali Jennings.

## My First Year as a Staff Director by Simon Drewett

My overriding experience and memory at the start of this role is trying to juggle the day job with the duties and requirements of another role. At times, meetings seem to come thick and fast and my head was spinning with the amount of information.

Eventually and very quickly you settle into the role, helped enormously by the highly competent and generous Board directors. It was, and still is, an absolute pleasure to have fellow Board members go out their way to help you. Initially the learning curve was quite steep but it soon levels out and you know what to expect at each meeting.

As a trainer I am more than aware that the process of learning is the act of acquiring new, or modifying existing knowledge, behaviours, skills, and values. All these factors occur at every Board meeting. For me, one of the pleasures of attending Board meetings is knowing I am going to learn so much more that day. I find all the Board members inspirational and they all set a fine example as ambassadors for ECCH.

As with all organisations there have been some low points. On rare occasions the atmosphere in the boardroom has been depressed, and then a moment of inspirational command occurs. Utilising vast experience and effective leadership, the Board is able to pull our organisation through the low points and guide us to another challenge.

I am still constantly amazed at the amount of services we provide and the incredibly high standards these services set! There is always so much going on it is hard to keep up. As a Staff Director both on my travels and during my main role I hear and see daily examples of the outstanding work our staff do. As an employee-owned organisation I believe our staff behaviours are of paramount importance. Our staff can make things happen and take pride in their ownership. If we can all continue to grasp all the opportunities for leadership and innovation, and strive to maintain our values, we can make our organisation different and stand out above the rest.

## Staff Celebrate Success at Awards Ceremony

We recognised the exceptional dedication our staff demonstrate in their daily work at our annual staff awards ceremony.

The Family Nurse Partnership team, which supports pregnant teenagers in Great Yarmouth and Waveney through the birth of their babies and beyond, received the Chairman's Award.

One of the Family Nurses – Diane Bryant – also received the Making a Difference Award in recognition of her personal efforts to mentor and support her clients. This year she supported one woman who was threatened with losing her child and helped ensure the young mother's voice was heard during legal proceedings.

Team of the Year was won by the Musculoskeletal Physiotherapy Service which has seen a 29% increase in referrals and has also introduced innovative measures such as physiotherapy triage in GP surgeries to relieve the pressure on doctors.

The Inspirational Champion award for showing passion, motivation and contributing to the development of ECCH went to Speech and Language Therapy Team Leader Claire Taylor. Claire recently identified a baby on the neonatal ward of the James Paget University Hospital who needed support with dysphagia, a swallowing disorder. Rather than recommending that the child travel to Addenbrookes Hospital in Cambridge, she liaised with paediatricians and health commissioners to enable a one-off local consultation. She is now gathering evidence to support a change in service provision to prevent other families facing the same situation in the future.

The Rising Star Award was won by occupational therapist Jessica Lorraine. Patient Safety and Quality apprentice Shawwna Clarke and HR and Training administration assistant Sophie Sharman were named Aspiring Young Leaders.

The Educator of the Year prize went to clinical practice teacher Claire Jones and the Innovation Award went to Facilities Manager Sharon Warner. Two 'ECCH Champion' awards were also given to Training and Development Lead Cheryl Jarvis and Healthy Child Programme Lead Sally Crane.







## **TEECCH**

Training and Education  
East Coast Community Healthcare

### **Training and Education**

ECCH is a learning organisation that aims to improve continually not just by investing heavily in the development of our staff but by genuinely learning from our experiences and sharing that knowledge.

This year we set up TEECCH – Training and Education at East Coast Community Healthcare – in order to share our knowledge within the organisation and beyond. We offer a wide range of courses covering themes including Work and Life Skills, Clinical Training, Personal Development, Computer Skills and Management Skills. We are also now developing areas to support wellbeing.

Our trainers and educators all work in the field of practice for which they deliver training. As well as training ECCH staff, our clients have so far included NHS Great Yarmouth & Waveney Clinical Commissioning Group, JPUH, Norwich City Council, and a number of GP practices and care homes.

### **People Matter**

To further enhance the leadership and management skills within ECCH we invested in the STEPS to Excellence programme for 90 ECCH managers.

This is a personal change management programme incorporating positive psychology and introducing a series of techniques to influence behaviours. We are also supporting a number of staff to undertake Institute of Leadership and Management qualifications and Postgraduate Certificate and Diplomas in Management and Leadership which could be topped up to an MSc.

In November six staff members were enrolled onto the Foundation Degree in Health Studies course at City College Norwich to begin in February 2015. A further two were deferred until the next cohort in September 2015.

# Giving Back

As a social enterprise we are always looking for ways to benefit the community.

Here are some of the things we have done in the past year.



## Charity 'overwhelmed' by collection

Staff and users of a project which helps disadvantaged people in the Great Yarmouth and Waveney area said they were 'overwhelmed' by the amount of items collected by East Coast Community Healthcare over Christmas 2014.

Collection points were set up across ten ECCH sites so staff could donate items including tents, sleeping bags, clothes, toiletries and food to Access Community Trust which helps vulnerable and homeless people with housing, health, education and employment. Staff also collected for two foodbank schemes – Great Yarmouth and East Suffolk - and our district nurses distributed foodbank vouchers to patients in need over the Christmas period.

Stuart Jennings, manager of Access Community Trust's Bridge View Centre in Lowestoft said: "The staff and service users alike were completely overwhelmed by the thoughtful and generous donations we received for the project. It will make a massive difference to our community."



## Supporting good causes

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 £600 through tickets sales and a raffle. ECCH then matched this amount and donated it to Waveney Enterprises and East Anglian Air Ambulance. 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.

Staff also took part in national charity events such as Breast Cancer Awareness Month's 'Wear It Pink' campaign and MacMillan Cancer Support's World's 'Biggest Coffee Morning'.

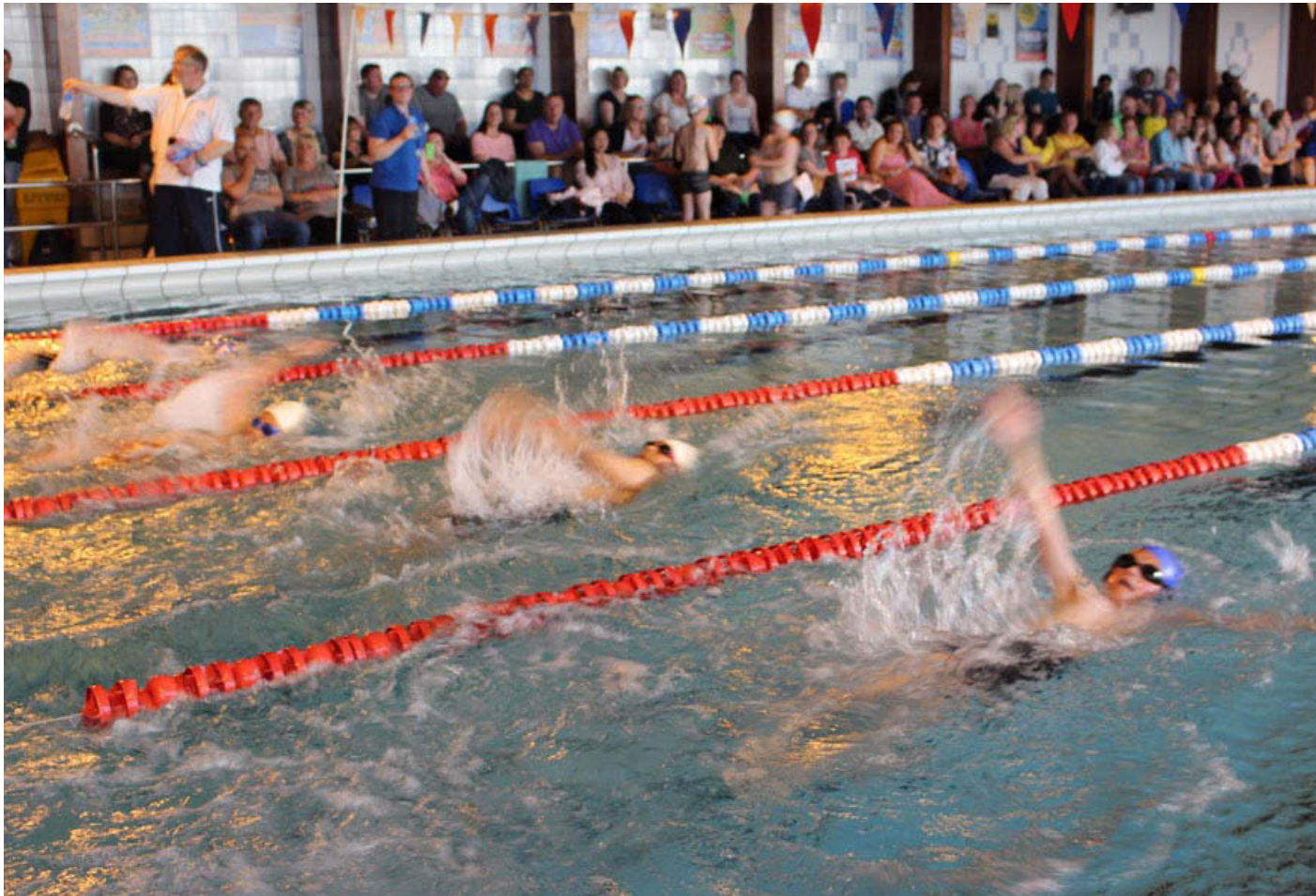




## Swimming Club Sponsorship

ECCH sponsored Great Yarmouth Swimming Club to enable it to stage a series of galas for young swimmers. The £450 we donated went towards staging three events at Great Yarmouth High School pool and the Phoenix Pool in Bradwell. It included paying for swim caps, medals and certificates for the competitors who are all in the Learn to Swim and Pre-Squad groups.

The swimming club can trace its history back more than 130 years. It is run by volunteers and aims to promote the sport by providing training tailored to meet the abilities and ambitions of individuals in order to help them reach their full potential.



# Financial Statements

Turnover

£37,607,271

Profit before tax

£619,589

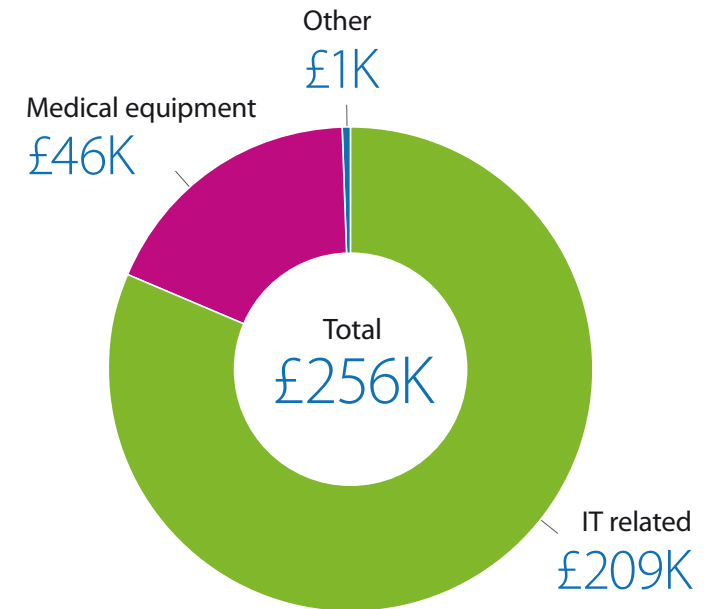
Number of staff

946

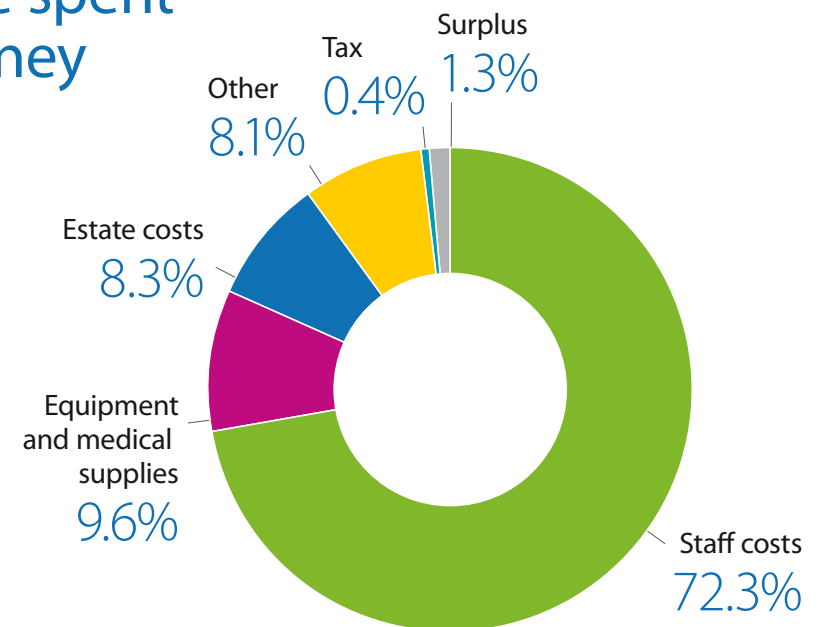
Shareholding

63% (up from 55%)

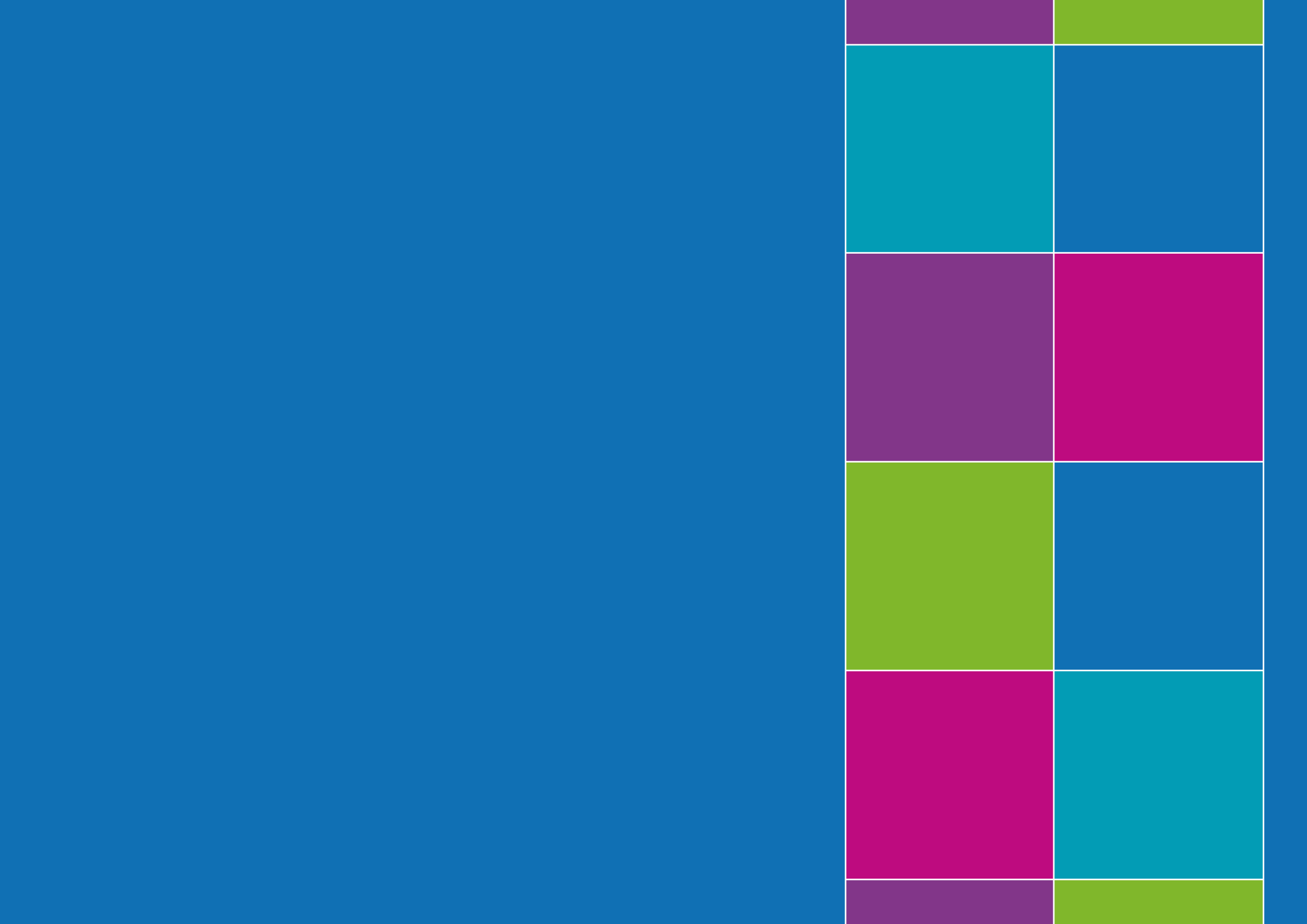
Investment  
in assets



How we spent  
our money







## East Coast Community Healthcare

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