

Annual Report

2021/22



East Coast Community Healthcare (ECCH) is a community interest company which has been providing NHS community services and public health services across Norfolk and Suffolk for the past decade. We are one of the UK's largest social enterprises, reinvesting any surplus resources back into services and local projects in order to fulfil our purpose of building healthier communities.

We aim to provide high quality services by employing dedicated and exceptional staff. These include nurses, occupational therapists, healthcare assistants, physiotherapists, podiatrists, smoking cessation specialists and business support professionals.

We are a staff-owned organisation and colleagues have the option to be shareholders and have a real say in how ECCH is run. The number of ECCH staff holding a share in the organisation stands at **77%**, which is higher than most organisations of our size. The Shareholder Council plays a key role in helping to set the organisation's direction of travel and our two elected Staff Directors sit on the Board and have full voting rights.

This Annual Report looks at some of our highlights between **October 1st 2021 and September 30th 2022.**



Inspected and rated

Good



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Welcome from our Chair

As Chair of ECCH I am delighted to introduce this Annual Report. Its purpose is to provide our staff/shareholders and external stakeholders with information about ECCH's operational and financial performance.



The impact from the COVID pandemic continues to place extraordinary pressure on our health system and, on behalf of the Board, I would again like to place on record our gratitude and appreciation for the commitment shown by all our colleagues in the organisation throughout this period.

ECCH does not operate in isolation and is a strategic partner as part of a wider Integrated Care System for Norfolk & Waveney. As Chair of ECCH I continue to receive positive feedback about our organisation from system leaders and our local MP for Waveney, Peter Aldous.

We are unique in our Integrated Care System as the only social enterprise, which provides us with both challenges and opportunities. We are able to be more agile and innovative, but need to operate like a business as we have no financial safety net provided by the NHS. Results from our staff surveys continue to indicate a favourable comparison compared to NHS organisations, which is a positive indicator for a staff-owned organisation.

Another distinguishing factor as a social enterprise is the involvement of staff in the running of the organisation. We have two elected

Shareholders who are full Company Directors on the Board and a dynamic Shareholder Council. The Chief Executive and I regularly attend the Shareholder Council to provide an update and are always impressed with the standard of debate and level of challenge.

On top of existing operational pressures, ECCH has to maintain focus on delivering the growth and diversification element of our 'Building Healthy Communities' strategy. We have made significant progress, having appointed a Commercial Director and acquired Cavell Healthcare. This aspect of our strategy will need to continue to help us build financial resilience and maintain our record of innovation in supporting the health system.

In October 2023 I complete my term of office as Chair and it has been an incredible privilege to work with such dedicated and professional teams, and I have learnt so much about community healthcare. Once again, I want to extend my gratitude and admiration to all ECCH colleagues and wish you well for the future.

A handwritten signature in black ink, appearing to read 'Tony Osanski'.

Tony Osanski, ECCH Chair

96%
of patients
said they would
recommend our
services



ECCH's Board



Tony Osmanski
Chair



Ian Hutchison
Chief Executive



Anna McCreddie
Non-Executive Director



John Niland
Non-Executive Director



Sally Goodsell
Non-Executive Director



Ian Hacon
Non-Executive Director



Amy Vallis
Staff Director



Roxy King
Staff Director



Steve Berry
Commercial Director



Simon Bragg
Executive Director of
Finance and Resources



Adele Madin
Executive Director
of Operations



Paul Benton
Executive Director
of Quality



Deborah French
Director of Human
Resources (non-voting
member)



Clare Weller
Associate Director
of Communications
(non-voting member)

Since October 2022 Anna McCreddie, Sally Goodsell and Ian Hacon have ended their terms of office. Our new Non-Executive Directors are Julie Thallon, Lindsey Hoy and Tracy Cannell. Paul Benton joined Norfolk and Waveney Integrated Care Board in January 2023 and has been replaced as Director of Quality by Louise Notley who joins us from a similar role at the Queen Elizabeth Hospital, King's Lynn.

Our Strategy: Building Healthier Communities

Whilst the ongoing pressures resulting from the pandemic continue to be felt by our staff – and I remain sincerely grateful for their amazing perseverance - we have used our experiences while dealing with COVID-19 to make many changes for the better. In particular, we have made great strides in harnessing digital technology which came to the fore during the lockdowns and will benefit both our patients and staff.

Early in 2022, we made Minsmere Ward at Beccles Intermediate Care Centre a ‘paperless’ unit, with inpatient records now kept online, instantly accessible by all relevant clinicians, including GPs. We also introduced a ‘virtual’ discharge room to assist in the timely transfer of patients from the James Paget University Hospital to our care in their own homes.

Our teams such as Smoking Cessation and East Coast Community Access (ECCA) are working on new apps to support staff and clients. They will enable service users to book appointments and access information, whilst freeing up our teams to focus their attention on other work. We continue to develop our website, making it more interactive to benefit those who are self-managing conditions.

These are just some of the ways in which we continually seek to improve health outcomes in our local communities. Our goal is to provide the highest quality care, co-producing and delivering services in partnership with local people and our partners within the Norfolk and Waveney Integrated Care System.

Our collaborative approach was recognised when we were awarded a Norfolk Care Award for the specialist palliative care service we provide with our partners, St Elizabeth Hospice.

2022 also saw us acquire a new subsidiary business when we bought the award-winning domiciliary care company Cavell Healthcare. Our ambition is for the two organisations to complement each other and contribute towards easing some of the well documented challenges facing the health and social care system. In time, we will explore ways in which ECCH can support Cavell Healthcare to provide a wider range of services for their clients.

Looking back, I am convinced that the resilience colleagues have shown during the pandemic, and the achievements we have made, stem from our values as an organisation, and our goals as a social enterprise. Our teams are empowered to innovate, to trust their expertise and judgement to deliver exceptional patient care – and they do this, not for profit, but in order that any surplus resources we make can be re-invested in services to benefit the local community. It's a powerful combination and one of which I am extremely proud to be a part.



Ian Hutchison
Chief Executive



Our Strategy

Improve
health outcomes
by leading the
development of
community-based
care



Build
an organisation
for the future



**Grow,
diversify &
partner**
to increase
the value we
reinvest into our
communities



Our values...



Leading the development of community-based care



Evolving our Primary Care Home teams

ECCH's four multidisciplinary Primary Care Home (PCH) teams are central to our provision of high quality community care. They offer personalised care in patients' own homes and we continually look for ways in which we can evolve and extend the service we offer.

The PCH teams are made up of nurses and therapists from a wide range of disciplines, working alongside our social care partners to support four groups of GP practices covering Lowestoft, Great Yarmouth and the northern villages, Gorleston and South Waveney.

Over the period covered by this report, we have been working to further embed an ethos of collaboration and co-production with partners which has resulted in a number of new initiatives.



New Health Connect Service

A new service called Health Connect has been launched to support patients to stay well at home rather than being admitted to hospital. This includes those recently discharged from hospital and those using community nursing services.

The Health Connect service offers a single point of access for individuals to tap into wider local health and wellbeing services. It is aimed at providing care for an individual's underlying health need but also takes a wider holistic approach to supporting their health and wellbeing.

A health or social care professional or partner organisation will refer people into the service and Health Connectors will then work with patients to discuss and agree a plan. This may involve direct support from the Connector or involve a referral within one of ECCH's Primary Care Home teams, or to social care or the voluntary sector. The Connector, with consent, may also liaise with the patient's own doctor or health and social care professionals.

Health Connect supports the NHS Long Term Plan in its aims to deliver more person-centred care, ensuring patients have a choice and a real say in their care, which is shown to improve outcomes.

It only takes a MIN

The Memory Impairment Nursing (MIN) service was set up in March 2022 in response to the decline in dementia diagnoses during the COVID-19 pandemic. The MINs Nurse Practitioner sits within the Primary Care Home (PCH) teams for Gorleston and Great Yarmouth and the Northern Villages, who cover the GP practices within those locations.


The service is aimed at adult patients who are experiencing issues with their memory and do not have a confirmed diagnosis of dementia. The issues can be in the form of confusion, behaviour changes, cognitive issues and associated symptoms.

The Memory Impairment Nurse carries out a comprehensive assessment from which a care plan is created. They liaise with the patient's GP and other healthcare professionals regarding treatment options and to identify onward referral, if required.



Patients are empowered to self-manage, if appropriate, or are referred to the Memory and Treatment Service of Norfolk and Suffolk NHS Foundation Trust for further treatment if dementia is suspected, and to the Alzheimer's Society for peer assessment support, subject to consent.

The service has reviewed around 100 patients and has developed local clinics at Shrublands Health Centre in Gorleston and Northgate Hospital in Great Yarmouth, as well as continuing to provide home visits. The team also offers teaching to care homes, surgeries and other services.



"You guys are my absolute heroes and saviours. Words cannot express the way you cared for and looked after my Mum."

FEEDBACK FOR
PCH SERVICE

Carer Support Nurse pilot launched

In 2022 we launched a pilot project to fund a carer-dedicated nursing role. The aim was to identify and support the healthcare needs of carers who provide unpaid support to family members or friends and who have their own health needs as a result.

The Carer Support Nurse is based within our Primary Care Home team in Great Yarmouth. As well as providing person-centred care to carers and boosting their skills and confidence to care, the nurse also trains other healthcare professionals to identify carers who need support.

In addition, the role aims to support those NHS staff who are also informal carers, connecting them with established NHS workforce wellbeing programmes and using their experience to inform local workforce policies.

Our partners at the University of East Anglia are carrying out an ongoing study to evaluate the pilot's success with a view to rolling it out to other geographical areas.

Award win for Specialist Palliative Care Service

Primary



East Coast Community Healthcare's partnership with St Elizabeth Hospice (SEH) to provide free specialist palliative care in Norfolk and Waveney has led to a win at the Norfolk Care Awards for 'Collaboration in Care'.

Since April 2019 more than 3,000 patients and their families have been supported by the service. Prior to this, there was no specialist palliative inpatient care in the area and patients with conditions such as cancer, heart failure, pulmonary disease and neurological disorder had to travel to Norwich or Ipswich for palliative care support and treatment.

The partnership has resulted in St Elizabeth Hospice providing specialist consultant and medical support to six palliative care beds in Beccles Hospital, which is run and staffed by ECCH. It also has 11 SEH clinical nurse specialists visiting patients in their own homes as part of ECCH's four Primary Care Home teams, which support

"Our heartfelt appreciation for the staff's fantastic support, compassion and kindness to my dad and my entire family during such a difficult time, as they made the unbearable memorable for all the right reasons."

FEEDBACK FOR
SPC SERVICE
(MINSMERE WARD)

Care Networks in Lowestoft, South Waveney, Gorleston and Great Yarmouth and the northern villages.

The service also offers medical consultant in-reach support into the James Paget University Hospital including an outpatient clinic, together with support to the hospital palliative care team.

Community Care Units are run at Martham Medical Centre, Sole Bay Health Centre and Beccles Hospital. These offer patients and their families support, including medical and nursing support, physiotherapy, occupational therapy, support groups and rehabilitation programmes.

The service also offers a 24-hour advice line – OneCall - which can be utilised by patients and their families, as well as healthcare professionals and the hospice's emotional, wellbeing and bereavement support service, LivingGrief.

Digital transformation for Beccles Hospital

We were one of the first organisations in the area to introduce digital patient monitoring when we installed a new observation system on Minsmere Ward at Beccles Hospital.

Records are now created and accessed via tablet devices, which also link directly to patients' GPs.

It means ward staff can update a patient's electronic record, which includes their clinical history, treatment plans and daily progress notes, and make all the information instantly accessible to all clinicians looking after the patient, regardless of whether they are on site or working elsewhere. This integrated approach results in improved care plans for patients.

Minsmere Ward provides in-patient rehabilitation and reablement care, as well as housing six palliative care beds with specialist consultant support from St Elizabeth Hospice.

In addition to the new monitoring system, a 'virtual' discharge room has been introduced, whereby ECCH teams meet online daily with staff from the James Paget University Hospital and Norfolk and Suffolk County Councils to discuss patients who could leave hospital and be cared for either on Minsmere Ward, or in the community by ECCH's Primary Care Home teams. This has helped to ease flow through the hospital and enabled closer working with our partners.

Praise for innovation from ICB Chair

Former Secretary of State for Health, Patricia Hewitt, visited ECCH in her role as Chair of the Norfolk and Waveney Integrated Care Board and praised teams for their focus on innovation.

She met with staff from ECCH's Primary Care Home (PCH) teams at Shrublands Health Centre in Gorleston and discussed addressing health inequalities in the local area, including the need for closer working with mental health practitioners.

Patricia also visited the team at Minsmere Ward and was particularly impressed with the ward's use of technology to enhance patient care. She then met with the Waveney PCH team, who are based at the Beccles site, and learnt how we had introduced a 'Virtual Discharge Room'.

Patricia praised ECCH's flexibility and willingness to solve problems. She said: "Having an organisation that thinks differently is important within the healthcare system. It leads others to consider innovation and ensures things keep moving forwards."

During her time as a Minister in Tony Blair's Cabinet, Mrs Hewitt championed the creation of social enterprises to provide health and social care services.

"Having an organisation that thinks differently is important within the healthcare system."



Showcasing our services

Staff have enjoyed showcasing our services to a number of key visitors.

We welcomed Geraldine Rodgers OBE, Director of Nursing, Leadership & Quality for NHS England & Improvement (East of England) and Debbie Whittaker, Regional Lead Nurse for Discharge and Quality, to our Beccles Hospital and Hamilton House sites in January 2022.



They were given a tour of Minsmere Ward and learnt about the reablement and rehabilitation delivered by ECCH's multidisciplinary teams. They also met the Falls Prevention Team and South Waveney PCH colleagues who gave an insight into the Virtual Discharge process, long-term condition management and the role of the Frailty team.



In March 2022 we had a visit from two Nurse Fellows working with NHSE/I, East of England. Charlotte Sumnall and Sifiso Mguni, from the Professional and System Leadership Nursing Directorate, wanted to gather information from community nurses to help with the development of the National Community Nursing Plan 2021-2026.

They spent the day meeting senior PCH nurses and some of our specialist nurses and Queen's Nurses.



ECCH Staff Nurse is made a Queen's Nurse

Naomi Hills, a community staff nurse in Great Yarmouth, was awarded the title of Queen's Nurse by the community nursing charity The Queen's Nursing Institute (QNI). This means 5 of the 27 Queen's Nurses in Norfolk and Suffolk work for ECCH.

Naomi has been a community nurse since qualifying in 2015. She began her career as a Nursing Auxiliary at the James Paget University Hospital and says she was inspired by the nurses she worked with to do her training. Then, as a student nurse, she had a mentor who delivered nursing care in patients' own homes and decided that was where her future lay.

She said: "I feel it is such a privilege to be a community nurse as I feel we are the heart of nursing. The care is more personal, the nurse knows her patient and we are guests in their homes.

"I feel it is such a privilege to be a community nurse."

"Being a nurse is a way of life, not just my job. Several of my patients have been on my caseload since I began nursing. I have mentored students who have then followed my journey and become community nurses themselves with ECCH. This gives me a great sense of pride."

The title denotes commitment to high standards of patient care, learning and leadership. It is open to registered nurses with more than five years' experience working in the community. Naomi's application was supported by her patients and with the encouragement of colleague Kate Drake, a Tissue Viability Sister and fellow Queen's Nurse.



First nurses join ECCH through international recruitment

In line with the national situation, ECCH has struggled to recruit registered nurses for a number of years and, in 2022, had the opportunity to join our acute colleagues in receiving sponsorship from NHS England to recruit internationally.

We were delighted to welcome Nathan Obi and Oluchi Achi to join the nursing team at Beccles Hospital in June 2022.

ECCH provided Nathan and Oluchi with accommodation and travel for the first 4 months after they arrived in the UK, as well as supporting them to successfully complete the training for their Objective Structured Clinical Examination (OSCE). Meanwhile our staff and volunteers were keen to help them settle in and find their way around the local area.



Looked After Children's Service grows

Extra funding has been provided by Norfolk and Waveney ICB for additional nursing and administrative support within ECCH's Looked After Children's (LAC) team. This recognises the growth in its caseload since the pandemic and the increase in the complex needs of the young people it supports.

The service is seeing more children who have been referred with reports of self-harming and offending. In addition, there has been an increase in the number of unaccompanied child asylum seekers arriving in the area through the Government's National Transfer Scheme.

The team has been working closely with the LAC service at Norfolk Community Health and Care NHS Trust (NCH&C), sharing information and carrying out peer supervision. Together, the two teams have reinstated foster carer training which was suspended throughout the pandemic.

Their first training session focused on the behaviour and development milestones of children aged up to 11 years and offered advice and signposting to appropriate support. Another session is planned which will address children's physical health, emotional development, diabetes and diet.

Smokefree Norfolk

ECCH's Smokefree Norfolk service has helped more than 2,000 people with a quit attempt over the period of this report, with approximately 54% stopping smoking.

A pilot vape scheme which the team had set up in 2019 in collaboration with Norfolk County Council has been developed, and now provides clients with vouchers for a vape device and juices for 12 weeks instead of 4.

This has resulted in an increase in people signing up to the scheme and improved quit outcomes. The initial pilot scheme reported 42% of clients had stopped smoking at 4 weeks. This has now increased to over 55% quitting at 4 weeks of the extended scheme.

In order to manage the increased number of referrals into the service and to cut down waiting times, the Smokefree team has been hosting webinars based on the format of an initial consultation. Up to 15 people can attend these 30 minute sessions. They then have a follow-up appointment within 7 days. Smokefree Norfolk has seen a 70% attendance rate for these webinars.



"The advisor from Smokefree was always friendly, positive and understanding - this in turn helped to make giving up a pleasant experience."

FEEDBACK FOR
SMOKEFREE
NORFOLK

A series of video animations to explain nicotine addiction and secondhand smoking have also been created for the Smokefree Norfolk website: www.smokefreenorfolk.nhs.uk/video

Estates and Facilities

Pandemic response

The pandemic provided ECCH with an opportunity to embrace many new ways of working throughout the organisation. We wanted to capitalise on the improvements we achieved through the enforced ways of working rather than simply return to previous, potentially outdated, standard working methods.



Following a survey of staff, ECCH adopted a 'hybrid' way of working for our professional support staff in September 2021, with staff sharing their time between working in the office and working from home. This was coordinated by the Estates and Facilities team according to each department's requirements. The new model of working also created space at Hamilton House and allowed ECCH to welcome Suffolk County Council Home First Services into the building to work alongside us.

The Estates and Facilities teams continue to be responsible for distributing the central supply of PPE and Lateral Flow Testing Kits to our sites. Staff have had to be adaptable and ready to respond to requests for changes to cleaning arrangements whenever positive cases of COVID-19 were detected amongst staff and patients.

Both Brexit and the pandemic have impacted the availability of some stock items and the team have had to source equivalents to help maintain a healthy stock of supplies in all areas.

Refurbishment projects

In June 22, after a period of refurbishment, we reopened the Rayner Green building on the site of Patrick Stead Hospital at Halesworth. Rayner Green now offers 4 new purpose-built clinic rooms, one with facilities for District Nursing and Podiatry, as well as a gym for Physiotherapy and classes.

Kirkley Health Campus also had some minor refurbishments carried out to provide improved facilities for the District Nursing team, with generous space for service delivery. It also means that all ECCH services now operate from the ground floor.

As ECCH continues to work in partnership with St Elizabeth Hospice, a dedicated space has been provided at Beccles Hospital for its team, with an opportunity for them to brand the entrance to their area with the hospice logo.



Compliments, complaints & concerns

Our Patient Liaison team advises patients and answers their queries and concerns about ECCH's services and 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 wherever possible.

During the period covered by this report, our clinicians and staff had approximately 432,755 contacts with service users. Our Patient Liaison team received a total of 290 compliments and 5 formal complaints.

"I was given plenty of time to ask questions and the nurse gave me all the answers in a very professional way."

FEEDBACK FOR CARDIAC REHABILITATION SERVICE



Research activity

In 2022 ECCH's research focus moved from working on studies with GP practices to developing a portfolio of community studies. This approach is more closely aligned to our own services and can have a direct impact upon service delivery and improving patient outcomes.

The Research Team has been supporting clinical colleagues within ECCH and St Elizabeth Hospice to engage in research projects including at Masters and Doctorate level.

They have also been developing a Research Champions initiative to be piloted as part of the Preceptorship programme for new clinicians from January 2023. A suite of research training is being put together to be offered to all clinicians and a research fund will be made available to support them to participate in research, audit and service evaluation activities.

The research studies we carried out in 2021/22 included:

- **SNAP District Nurse Study** - This study looks at whether the Support Needs Approach for Patients (SNAP) tool, which was originally developed for patients with chronic obstructive pulmonary disease (COPD), can be used to support older patients more generally
- **c-SIGHT** - This is a feasibility study of a computerised Spatial Inattention Grasping Home-based Therapy for stroke survivors
- **VenUS 6** - A randomised controlled trial recruiting people with one or more leg ulcers to investigate the clinical and cost effectiveness of compression wraps
- **The Impact of Care Easements Under the Coronavirus Act 2020** - a survey of informal carers to understand the experiences of those supporting family members to live at home with dementia during the pandemic

Digital administration

We are currently developing an online booking system for patient appointments.

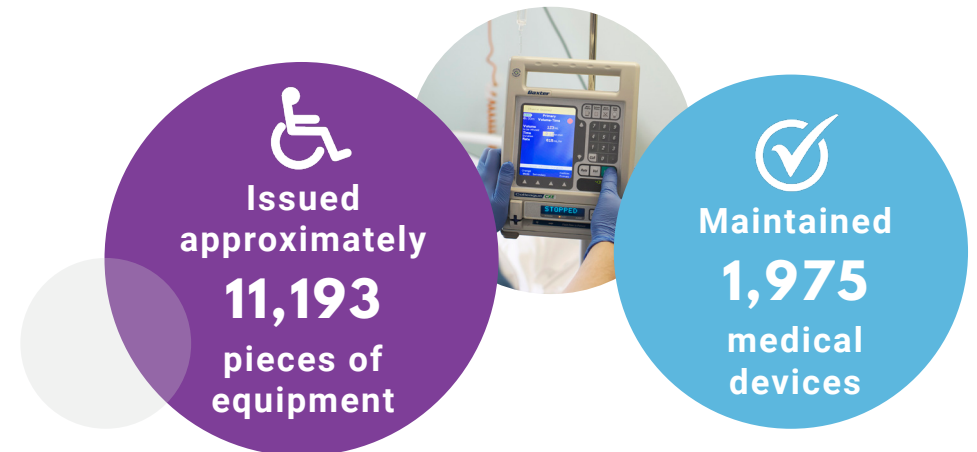
This will enable service users to make, amend or cancel appointments with our services via an app. This will mean patients and carers are not restricted to the working hours of our central communication hub, East Coast Community Access (ECCA).

It will also mean we can contact patients instantly if we need to provide important service information.

Between October 1st 2021 and September 30th 2022, our ECCA and Equipment teams received and processed:



The Equipment Team also:





We had
488,640
face-to-face
meetings with
patients and
service users

108,428
referrals were made
into our services –
7,265 more than in
the previous 12
months

Governance Statement

ECCH publishes an Annual Governance Statement every year. It draws together position statements and evidence on governance, risk management and control in order to record the stewardship of the organisation, and to supplement its accounts. You can find our Governance Statement for 2021/22 on our website here:

www.ecch.org/media/1bkfdufa/ecch-annual-governance-statement-2021-to-2022.pdf

Emergency Preparedness, Resilience and Response

ECCH is committed to its duties as an active partner within local health sector resilience, working collaboratively with our health and social care partners, NHS England and local authorities to ensure cohesive healthcare support in the event of an emergency or incident affecting our community.

Emergency training exercises have been undertaken, in addition to close working with our system partners over a challenging winter period. Along with our partners, ECCH has implemented its business continuity management systems and plans in order to ensure the safety of our patients and employees. As 'essential workers' working in community settings, our employees have worked flexibly and professionally to enable ECCH services to continue in their safe delivery of care.

During the period of this report, ECCH maintained its position of compliance against the national NHS England Emergency Preparedness, Resilience and Response Core Standards.

Growing our Business

Commercial Director appointed

In 2022 we appointed Steve Berry as ECCH's first Commercial Director.



Steve joined ECCH from privately owned healthcare service provider Emergency Care Gateway, where he was also Commercial Director. Prior to this, he held senior leadership and Board positions within the WPP group of advertising agencies, as well as German-owned marketing company EMIRAT.

Steve is responsible for delivering the growth and diversification element of our 'Building Healthy Communities' strategy.

ECCH purchases Cavell Healthcare

ECCH has bought the award-winning domiciliary care provider Cavell Healthcare which has offices in Norwich and Lowestoft.

The purchase saw all 85 full and part-time staff of Cavell Healthcare remain in their current roles. The business has been operating since 2016 and provides around 2,000 care hours per week. 70% of its work is through contracts with Norfolk and Suffolk County Councils; the remainder is with private clients.

Cavell Healthcare's customers should not notice any change in the service. We aim to build on the company's success by exploring ways in which ECCH can add value to its current offering, enabling a wider range of services to be offered to clients and providing opportunities for staff to develop their skills.



East Point Business Services

Our subsidiary company East Point Business Services has been operating for 8 years and continues to grow.

It provides property services and facilities management to a number of public and private organisations, as well as some IT and digital support systems.

While continuing to carry out work on ECCH group projects, in the future EPBS will have a greater focus on developing as an organisation in its own right.



Building an Organisation for the Future

Our staff are our biggest asset and it would not be possible to achieve our aims without their dedication.

We aim to empower our colleagues to take decisions and we invest in supporting them to develop their careers. We also take staff wellbeing very seriously. When surveyed in 2022, **71%** of staff said they were enthusiastic about their job - and that's what we want to hear.

Shareholder Council

Our Shareholder Council represents the 77% of staff who choose to hold a share in ECCH. It is a formal sub-committee of the Board and is led by two Staff Directors - Amy Vallis and Roxy King – who are elected by shareholders and who also sit on the Board with full voting rights.

The Shareholder Council is consulted on opportunities and challenges which affect the organisation and impact employees. Its core members are assigned to teams across the organisation to allow open channels of communication and give shareholders an opportunity to feed into meetings.

During 2022 the Shareholder Council supported a number of projects, including:

- The rollout of the NHS Staff Survey and People Pulse
- Shortlisting nominations for Staff Awards

- Working with consultants to generate a record of ECCH's social value impact
- The recruitment of a new Commercial Director and Non-Executive Directors
- Organising outside lighting at Shrublands Health Centre to assist our domestic teams
- Choosing the recipients of our Star of the Month recognition scheme

In addition, the Shareholder Council is responsible for choosing local charities and good causes to benefit from the East Coast Support Fund.

"ECCH has a real can-do attitude and makes a difference in the healthcare of the local community."

STAFF FEEDBACK



Activities Project

In 2022 we introduced an initiative to raise morale following the pressures of working during the pandemic, and to enable teams to enjoy some time together outside the work environment.

Colleagues were invited to suggest ideas for activities that could be organised during the summer. These were shortlisted by the Shareholder Council and then voted on by staff. The Communications Team organised the top five choices which were free to attend:



A summer barbeque



A boat trip on the Broads



Alpaca walking trips



High ropes activities in Thetford Forest



Pilates classes

Staff feedback from the events was very positive and another series of activities is being organised in spring/summer 2023.

Learning and development

Our Practice Education team continues to support the development and career progression of clinical employees through the provision of internal training, access to continuing professional development and apprenticeships.

In 2022 they redesigned the Preceptorship programme to exceed the expectations of the new National Preceptorship Framework for Nursing.

They also work closely with local training and education providers. Between June and September 2022, the team began a pilot to support five students from East Norfolk Sixth Form College and East Coast College who were undertaking a T Level qualification as part of a government initiative to support young people into education and employment. Whilst with ECCH, the students were supported to complete the Care Certificate and undertake clinical placements within our Primary Care Home teams and on Minsmere Ward.

ECCH also supported eight work experience students within the organisation in 2022. Our Health Ambassadors attended seven career events in local schools, providing support with mock interviews, career conversations and CV writing.

We currently have 21 employees following clinical apprenticeship programmes and we have supported a further 25 apprentices (Trainee Nurse Apprentice; Nursing Degree Apprentice; Occupational Therapy Apprentice) on clinical placements from local practice partners.

In total, during the past year, ECCH clinical services have provided clinical placements for 95 students following Nursing; Occupational Therapy; Physiotherapy; and Speech and Language courses at the University of East Anglia and University of Suffolk. At least five newly qualified nurses who have been on placement within ECCH have been recruited into our clinical services.

Volunteering with ECCH

Through our partnership with Voluntary Norfolk, we continue to create roles for volunteers which we hope will give them a fulfilling insight into how we care for our communities.

With the arrival of our first international recruitment nurses at the end of June 2022, a new volunteer role was created to support them as they settled into life in the area. This was warmly received by our new colleagues.

Other roles include:

- Volunteers who welcome people at the entrance to Beccles Hospital and help them check in for appointments
- Hospital companions who chat and read to patients on Minsmere Ward, especially those who may have limited visitors
- Telephone-based roles including a small team who call patients to help them complete the Friends and Family Test survey
- Community health and wellbeing volunteers who support patients with a long-term condition, or recent illness, which has led to social isolation or loss of independence - they assist patients with tasks they are not currently able to do and help them to regain confidence
- A volunteer assistant role to support the Leg Ulcer Clinic at Northgate Hospital

We are extremely grateful for the time and enthusiasm volunteers give us and the real difference they make to the staff and patients they support. We held a get-together to mark their contribution during Volunteers' Week in June at Carlton Marshes. Pin badges were also sent out to all volunteers who supported ECCH during the COVID-19 pandemic. It is hoped that this will become an annual recognition of their contribution and support, with a different badge being issued each year.



Around
25
volunteers gave us
more than
850
hours of their
time

Celebrating staff successes

We were able to hold our first Staff Awards event since the pandemic and recognise the immense efforts all our staff have made to cope with the pressures of recent years.

The Team of the Year award went to our Infection Prevention and Control Team who swabbed over 7,000 care home residents, seven boat crews and 1,000 factory workers between early 2020 and autumn 2022. The team of four nurses and two administrative staff, with support from some agency staff, also swabbed ECCH staff and fitted them for FFP3 masks, as well as offering the service to local GP and dental staff. They carried out blood tests on more than 900 NHS and care home staff to check for immunity and gave 4,000 hours of time to support the running of vaccination programmes at the Norfolk and Norwich Hospital, James Paget University Hospital and the Old Law Courts vaccination centre in Lowestoft.



The Non-Clinical Team of the Year award went to the Domestic and Catering Services team at Beccles Intermediate Care Centre. These staff worked extremely long hours, split into two teams at the height of the pandemic – red for those working on Minsmere inpatient ward and green for those working in the rest of the building. The award recognised the way they conscientiously ensured areas were always safe and clean, moved beds and equipment in order to ensure patients could be efficiently admitted and discharged and always had a smile and a friendly word to boost the morale of nursing colleagues and patients. The team donated the £100 voucher they won to a local food bank charity.

The award for Delivering Exceptional Care was given to Senior Clinical Pharmacist Hannah Lambert, for her compassion and dedication in a role which is integral to the care and safety of patients on Minsmere Ward, including ensuring they have safe discharges from hospital.

The award for Innovation was shared between Head of Corporate Governance and Risk Management Hannah Sewell for her work to develop a new Record Keeping Training project, and Great Yarmouth and Waveney Musculoskeletal Physiotherapy Team for their recent service review which has resulted in patients being able to book appointments within three days, and has more than doubled the number of classes on offer to patients.

Communications and Engagement Officer Rosie Dunn won the Emerging Talent award for her design work on ECCH publications and Tissue Viability Nurse Specialist Jayne Jode was awarded the title of Inspirational Leader in recognition of her passion for improving patient care and her ability to bring out the best in her colleagues.

Rehabilitation Support Worker Corey Sturman received the Making a Difference award for his positive outlook and willingness to support colleagues on Minsmere Ward. The Unsung Hero award went to Acting Financial Accountant Tina Atkinson, who supported two elderly and frail neighbours with daily welfare visits and house-keeping help throughout the pandemic and to this day.



The Star of the Year award was won by Occupational Therapist Olivia Brown, for her work within the Integrated Community Neurology Team and the Chair's award was presented by ECCH Chairman Tony Osmanski to Senior ICT Engineer Richard Fitzgerald, for his work on a range of projects carried out for the organisation.

Investing in our communities

As a social enterprise, we don't exist to make profits. Instead, we reinvest our surplus resources in our services, in adding 'extra value' to our NHS contracts and in supporting good causes.

New Sustainability Group

ECCH has been proactive in making changes and improvements to address its environmental and sustainability impact for several years. This was demonstrated when we achieved accreditation status for the ISO 14001 in 2017.

We now need to ensure that ECCH plays its part in helping the NHS with its aim to become the first net zero national health service.

We have created a 3-year Green Plan to demonstrate our commitment to this project, with the aim of promoting innovation and introducing new ways of working to help support our long-term objectives. We are reviewing our overall estate requirement with a view to reducing our carbon footprint, whilst still delivering high quality care to our patients.

It is hoped that all staff from across the organisation will engage with this project to ensure its success. We plan for each of our sites to have 'Green Champions', helping to promote environmental and sustainability issues for the organisation.

Supporting local causes

Each quarter, staff nominate charities and community projects to receive funding through our East Coast Support Fund. The Shareholder Council then votes on those who will benefit.

Over the period covered by this report, we gave more than £5,000 to good causes. These included £600 to Waveney Girls Football Club to buy new kit, £500 to the Little Lifts charity which support people with breast cancer in the East of England, and £500 to 1st Gunton Brownies to help with running costs after the impact of the pandemic threatened their future.





£1000
boost for ECCH
volunteer

ECCH volunteer David George was given £1,000 to boost his fundraising 100 mile RideLondon Essex cycle in aid of Adoption UK.

A donation of £195 helped the Children's Diabetic Committee for Great Yarmouth and Waveney pay for a children's entertainer at their Christmas party.



£195
Children's
Diabetic
Committee



£700
local
foodbanks

In addition to the East Coast Support Fund donations, we raised £700 from ticket sales at our Staff Awards event which was donated to local foodbanks.

On top of that, our generous teams raise funds throughout the year for a multitude of great causes:

The Stroke Early Supported Discharge Team raised **£920** taking part in the Walk a Marathon in a Month campaign for the Stroke Association.



Lowestoft PCH raised **£117.50** from the sale of baked goods from a Bake Off competition and donated the proceeds to the Salvation Army for their Christmas dinner appeal.

Assistant Practitioner Lizzy Howell completed a skydive in aid of our partners, St Elizabeth Hospice. Lizzy raised **£1175** for the charity, £300 of which was donated by ECCH's East Coast Support Fund.

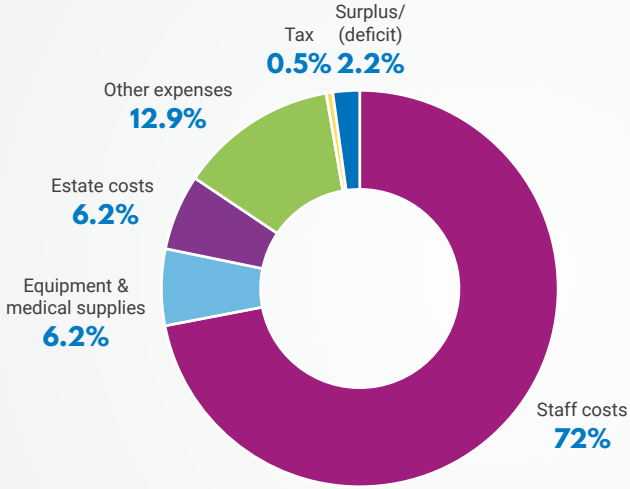


Financial Performance

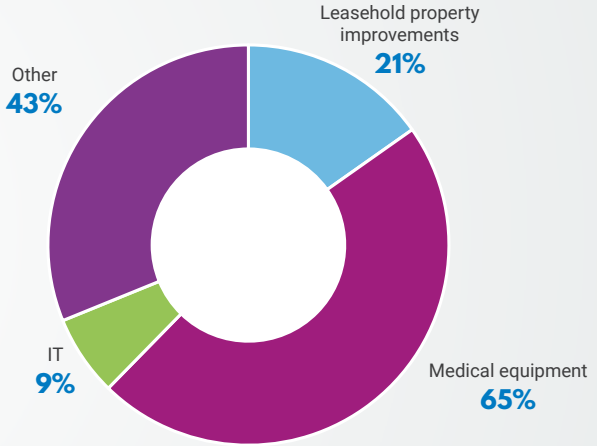
ECCH Group (including ECCH and East Point Business Services)

Turnover
£36,584,854

Profit before tax
£993,460



How we spent our money



Investment in assets

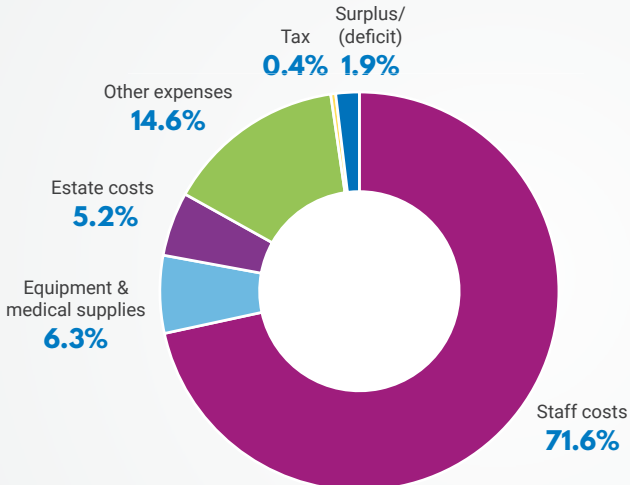
ECCH company

Turnover
£36,410,996

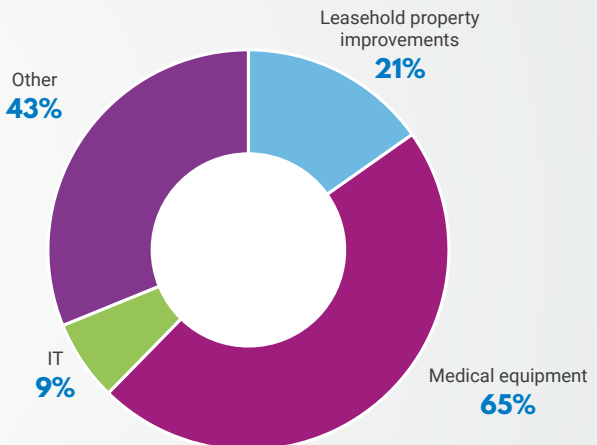
Profit before tax
£834,262

Number of staff
651


Shareholding
77%



How we spent our money




Investment in assets



"The physio was very professional and really helpful. I have improved so much with her help and advice."

FEEDBACK FOR MSK
PHYSIOTHERAPY



"You are a great team and always found time for me and listened, with words of encouragement and wisdom."

FEEDBACK FOR INFECTION,
PREVENTION
& CONTROL



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