



# ECCH Annual Report

## 2017/18

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# About Us

East Coast Community Healthcare (ECCH) is one of the UK's largest social enterprises. We provide NHS community services and public health services across Norfolk and Waveney, and our surplus resources are used to benefit the community.



We are staff-owned with more than 80% of our 770 colleagues having a share in the organisation, which is well above average for a social enterprise. That doesn't mean they receive a dividend but it does give them a real say in how the business is run. Our Shareholder Council is a sub committee of the Board and we have two elected Staff Directors with voting rights.

For all our staff - who include nurses, speech and language therapists, occupational therapists, healthcare assistants, physiotherapists, podiatrists and smoking cessation specialists and business support professionals - providing our patients and clients with the highest quality services is our primary goal.



Our patients have endorsed our high standards through the national NHS Friends and Family Test which found that, for the second consecutive year, 96% of patients surveyed would recommend ECCH's care to others.

And the greatest endorsement of all was the decision by NHS Great Yarmouth and Waveney Clinical Commissioning Group to award ECCH a contract to continue providing Adult Services for another five to seven years, the achievement of which makes everyone at ECCH immeasurably proud.

This Annual Report looks at some of our highlights between October 1st 2017 and September 30th 2018 including the introduction of our cultural development programme Evolve which sets actions which we aim to follow in everything we do:

**We Listen, We Learn, We Lead - Work Together, Achieve Together -  
My Accountability, My Responsibility - Be Cost Conscious, Respect Our Resources**





# Meet the Board

I am delighted to introduce the 2017-18 Annual Report as Chair of East Coast Community Healthcare. I am fortunate to be supported by an excellent Board comprising the Chief Executive, Executive Directors, Staff Directors, Non Executive Directors and our Medical Director.

The period covered by this report has inevitably been one of challenges and successes. The most significant challenge we have faced has been the preparation of a bid for the competitive tendering of Adult Services in Great Yarmouth and Waveney, as required under current NHS procurement rules. This involved a significant amount of time, energy, resource and anxiety in preparing the bid and awaiting the result of our proposals, compared to those submitted by competitors. Having provided

Adult Services in the area for the past seven years it meant everything to win the contract and we are thrilled that the result will enable us to continue to provide high quality care to the communities we serve.

There have been a number of other significant achievements including:

- Completing the first year of our Evolve cultural programme
- Setting up our charitable arm – The ECCH Foundation
- Implementing innovative practices such as an Early Intervention Vehicle
- Recognising outstanding achievements among colleagues via various organisational and individual Awards

ECCH is in good shape and ready to face future changes and challenges. However, we can't be complacent. We need to ensure that we continue to look to innovate as a social enterprise in order to grow and develop our business.

We can't just rely on the endeavours of our senior leadership team and service managers. Everyone at ECCH needs to take personal responsibility for ensuring its ongoing viability.

Finally, I would like to thank everyone at ECCH for their enthusiasm, dedication and teamwork which makes ECCH the great organisation it is.

Tony Osmanski, ECCH Chair



Tony Osmanski  
Chair

Jonathan Williams  
Chief Executive

Simon Bragg  
Director of Finance and Resources

Adele Madin  
Director of Operations

Deborah French  
Director of Human Resources

Dr Noreen Cushen-Brewster  
Director of Quality

Julia Whiting  
Director of Health Improvement  
and Children's Services

# Meet the Executive Team



This has been a very important year for ECCH, our two major contracts were placed out to tender presenting a challenge to our character and to our integrity as a staff owned and community focussed social enterprise. The tenders tested our resilience, our strategic resolve and most of all, our ability to think ahead, be innovative and design for the future together.

The first tender to come along was for our Health Visiting, School Nursing and child health services in the Waveney area. For many years, our teams have been among the best performing in the Eastern Region – and indeed the country. The embodiment of determined, collaborative working, they are passionate about the quality of their service and their organisation. Despite enormous effort and an impressive submission, Suffolk County Council decided to take the services in-house, alongside those they already run across the rest of Suffolk.

Losing such a valued group of colleagues would never be easy for our social enterprise and we realised it was critical to look to our signature behaviours to ‘listen, learn and lead’ and to ‘work together, achieve together’ in order to meet the challenge of our second tender for community adult health services in the Great Yarmouth and Waveney health system.

To prepare the submission, the ECCH team worked tirelessly using the evidence of best practice models, workshops with staff and service users from across the services, developing partnerships and co-producing a model of care designed to meet the needs of our population now and into the future.

It was the best Christmas present to find that we had been successful in our bid and a moment of pride to be able to say we had created our dynamic new model through staying true to our principles as a staff led social enterprise.

Attaining a new contract for 5+2 years with a total value of £207m has had an enormously uplifting impact upon our teams. Everywhere I go I see real pride and a great determination to work hard together to make the model a success.

We have also completed the first year of our three year cultural development programme called ‘Evolve’. Working in partnership with Pulse UK, the programme has helped us to embed within our working lives four key signature behaviours that will establish a firm footing for the development of our culture. In the year ahead we will continue to utilise our signature behaviours in everything we do, learning together as we take our social enterprise from strength to strength.

Jonathan Williams, Chief Executive

# Quality Services

## Adult Services

During the period of this report we provided NHS and public health services from community nursing and 'out of hospital' teams to therapists and palliative care services. We are relied on by thousands of people across Norfolk and Waveney.

### Third Out of Hospital Team launched

ECCH launched its third Out of Hospital team in April 2018 for the south Waveney area building on the success of its two existing teams. We worked with NHS Great Yarmouth and Waveney Clinical Commissioning Group (CCG) to develop the new service which supports five GP services and provides care to people in their own homes, where possible, avoiding admissions to an acute hospital. Evidence shows people recover better at home.

Over the six months to 30th September 2018, 100% of people who responded to the NHS Friends and Family Test survey said they were very satisfied or satisfied with the treatment they received from the new team and would recommend the team to their friends and family.

Meanwhile patients also gave a resounding vote of confidence to ECCH's other Out of Hospital teams over the same period. 100% of survey respondents said they were very satisfied or satisfied with the treatment they received from the Great Yarmouth Team and would recommend them. 98% said they were satisfied or very satisfied with treatment from the Lowestoft team and 97% of people said they would recommend the service to their friends and family.

In addition, data from ECCH patient surveys overwhelmingly indicate that staff are seen as friendly and helpful, information given is easy to understand, and people feel they are treated with dignity and respect.

All three Out of Hospital teams are made up of community nurses, occupational therapists, physiotherapists, rehabilitation support workers and social workers. They work alongside a patient's own GP to provide intensive, short-term care. Patients in crisis are assessed within two hours of referral and, as well as carrying out nursing and rehabilitation, the team can organise equipment should the patient need it. They also offer advice and support to a patient's family or carers.



## Successful partnership working on Early Intervention Vehicle

ECCH teamed up with the region's ambulance service and healthcare partners to launch an Early Intervention Vehicle (EIV) aimed at keeping patients in Great Yarmouth and Waveney at home following a 999 call. Following a successful trial and the investment of more than half a million pounds a year by NHS Great Yarmouth and Waveney CCG, the EIV's service was expanded in July 2018 to operate between 7am and 7pm 365 days a year.

The EIV is staffed by an East of England Ambulance Service NHS Trust senior emergency medical technician, together with a physiotherapist or occupational therapist from ECCH, the James Paget University Hospital or Norfolk or Suffolk County Council. Wherever possible, they provide a one-stop service, assessing the patient, reviewing their medication, making onward referrals for additional health and social support where necessary and providing equipment to help them stay safe, such as walking aids, slippers or alarms.

During its seven-month trial, the EIV attended 256 people who had suffered falls, went to 51 category 1 calls and gave advice and guidance to other crews on 158 occasions.

Less than a quarter had to be taken to hospital following a visit from the EIV, compared with three in every four treated by an ambulance crew. As a result, the EIV is estimated to have saved 370 ambulance attendances, 285 conveyances to hospital, 255 emergency department attendances, 78 unplanned admissions to an acute hospital and 708 bed days.



## National recognition for Skin Tear Pathway

NHS England is promoting the work of our Tissue Viability team to improve the care of skin tears.

The team has been working with staff from three care homes in Great Yarmouth to help them correctly diagnose skin tears and dress them appropriately, giving care home staff special training and running a three month pilot of the new pathway.

The results showed a reduction in skin tears, improved healing rates and reduced pain and trauma for residents because appropriate first dressings had been applied.

NHS England asked the Tissue Viability Team to submit its findings as part of the national 'Leading Change, Adding Value' (LCAV) initiative which aims to highlight practices that have resulted in better outcomes, improved experiences and better use of resources in order that all NHS organisations can learn from them. The LCAV then made a film about the project featuring our clinicians. Tissue Viability Nurse Specialist Jayne Jode was invited to speak about the initiative at NHS England's Health and Care Innovation Expo.

The education package and treatment pathway is now being rolled out to 90 care homes in Great Yarmouth and Waveney. The Norfolk and Waveney Sustainability and Transformation Partnership has expressed an interest in rolling out the skin tear pathway across all residential homes in the STP footprint. It has also been adopted by the East of England Ambulance Service NHS Trust and is included in the training for those working on the Early Intervention Vehicle.



## Training nurses of the future



The UEA, City College Norwich and The Open University are some of the first establishments to offer an alternative apprenticeship-style path for trainee nursing associates (TNAs),

The TNA roll was put in place to address staffing challenges within the NHS and aims to bridge the gap between health or care assistants and registered nurses. It will also give health and care assistants the opportunity to undergo further training to help them progress into a nursing role.

The apprentices will gain experience of community healthcare with ECCH, as well as training with other healthcare partners including Norfolk Community Health and Care and Norfolk and Suffolk NHS Foundation Trust.

ECCH partnered with other local healthcare providers to support around 70 students in Norfolk and Waveney who became some of the first in the UK to be trained for a brand new nursing role.



## Thumbs up for new MSK triage service

A new ECCH service for patients in Great Yarmouth and Waveney, which assesses and treats conditions affecting joints, bones and muscles, was launched in June 2018 and has already reduced hospital waiting times and received praise from service users.

In the last five months of 2018, 99% of people who took part in an NHS Friends and Family Test survey said they would recommend the Great Yarmouth and Waveney Musculoskeletal (MSK) Triage service which provides fast access to appropriate treatment for adults with an MSK condition requiring specialist management. The service was commissioned by NHS Great Yarmouth and Waveney Clinical Commissioning Group who worked closely with ECCH clinicians to design the service which is made up of specialist physiotherapists who have completed advanced practice training.

Patients are referred to the triage service by their GP and the specialist team then decides the appropriate care pathway for them, which may include self-management or a referral to community services such as ECCH's physiotherapists or to the James Paget University Hospital or Norfolk and Norwich University Hospital if a consultant-led intervention such as surgery may be necessary.

Figures indicate that less than half of the patients referred for triage to date have been referred on to secondary care, reducing the orthopaedic waiting times at the James Paget University Hospital to an average of four to six weeks.





## SPOT the new team

A new Single Point of Triage (SPOT) team has been formed to support the Out of Hospital and Community Nursing teams. They triage calls made to our East Coast Community Access call centre and identify the most suitable pathway for patients and referrers who call in requesting support.

The team is made up of staff from the former Out of Hospital triage team and from the Falls and Community Nursing teams.

This system was set up to support clinical staff by gaining information which may be crucial when determining the importance of the call and to ensure that each patient is cared for by the most appropriate clinician.



## Stop the Pressure Day

ECCH organised an event in Great Yarmouth to mark World Wide Stop the Pressure Day.

ECCH's Tissue Viability Team in partnership with the tissue viability nurse from the James Paget University Hospitals NHS Foundation

Trust invited carers and healthcare workers to the King's Centre in November 2017 to find out more about how to prevent pressure ulcers occurring and treat them effectively.

Around 700,000 people are affected by pressure ulcers each year in the UK. They can be painful and debilitating but are often preventable. Treating pressure ulcers costs the NHS more than £3.8 million every day.

More than 70 carers and health workers attended the event where specialists gave presentations on subjects including dementia, nutrition, diabetes related ulcers and correct seating for those with pressure sores.



## Promoting Occupational Therapy

ECCH's Occupational Therapists had a stand at Shrublands Health Centre, Kirkley Mill Health Centre and Beccles Hospital during Occupational Therapy Week in November 2017.

The aim was to promote their service and the value they add to patients' lives by empowering them to do the activities that matter to them despite any health or care needs they may have.

Occupational Therapists are the only registered profession qualified to work across mental and physical health and in NHS and social care settings. Within ECCH, we have occupational therapists working within the Community, Falls Prevention, Neurology, Rheumatology, Chronic Fatigue, Out of Hospital teams and the Intermediate Care Unit.



## Diabetes Conference for Healthcare Specialists

ECCH held a conference for health professionals from across Norfolk and Suffolk to highlight the latest thinking in the battle against diabetes.

ECCH clinicians wanted to promote the importance of integrating healthcare services to provide the best possible support and care for those suffering and at risk of developing the condition.

Almost 3.6 million people have been diagnosed in the UK with a further million estimated to be living with diabetes but as yet unaware they have it. Around 700 people are diagnosed every day – that's the equivalent of one person every two minutes. Since 1996, the number of people diagnosed with diabetes has more than doubled.

The conference at ECCH's headquarters in Lowestoft in November 2017 was open to staff from GP practices, care homes, community health organisations and acute hospitals in Norfolk and Suffolk.

The event included presentations by the charity Diabetes UK, ECCH's research team, pharmaceuticals companies and diabetes specialist nurses. Workshops were also organised promoting safer administration of insulin, training to teach people how to change their lifestyles to prevent diabetes, and health coaching to help those with the condition to take control of their own treatment.



## New Phlebotomy Service

ECCH began providing phlebotomy drop-in clinics in April 2018. It was part of a new service commissioned by NHS Great Yarmouth and Waveney CCG aimed at ensuring all patients in Great Yarmouth and Waveney can get their blood tested at their own GP practice.

The changes were introduced because the current contract for blood testing in Waveney, provided by the James Paget University Hospital, had come to an end.

ECCH now runs drop-in clinics at GP practices in Beccles, Halesworth, Kessingland, Bungay and Sole Bay near Southwold. The drop-in blood testing services at the James Paget University Hospital, Norfolk and Norwich University Hospital, Ipswich Hospital, West Suffolk Hospital are now for hospital blood testing only.

## Palliative Care Training

We teamed up with St Elizabeth Hospice to deliver palliative care training for District Nurses, Out of Hospital Teams, Beccles Inpatient Unit, Primary Care and Community Matrons.

The aim was to enhance skills and knowledge for delivering good care to those who need it most. The programme included classroom sessions and eLearning focusing on advanced care planning, symptom management and disease progression.

The courses ran from September to December 2017 and were very well received by delegates.



## Increased research activity

ECCH continued its investment in Research and Development in order to promote and deliver better healthcare to our patients. In 2017/18 the number of participants we recruited into national and local studies rose significantly.

Having signed up to a pilot Cluster Research Site Initiative scheme (RSI), ECCH was able to apply and deliver research studies across GP surgeries as a cluster.

This scheme was successful and ECCH was one of the highest performing clusters in the Eastern region. We ran research projects at Falkland Surgery, The Nelson Medical Practice in Great Yarmouth and at Bungay Medical Practice, and will continue to do so in 2019. In total ECCH recruited 172 participants to 5 National Institute for Health and Research (NIHR) portfolio studies in the year to October 2018.

Examples of our research studies include:

### General Practice Based Studies

- **Statinwise** - for patients who have discontinued or are considering discontinuing statin use as a result of muscle-related symptoms. It aims to assess whether statins cause more muscle symptoms than a placebo.
- **BEST3** - this trial aims to aid the diagnosis of throat cancer in primary care by comparing the Cytosponge™-TFF3 test with usual care.

### Community Based Studies

- **OTIS** - this study is designed to identify whether a home assessment and modification by an occupational therapist can help reduce the number of falls older people have.
- **PreS** - concerns the development of a complex intervention to sustain smoking cessation in postpartum women.

We have also developed collaborative links with the University of East Anglia, University Campus Suffolk and also the Institute of Food Research Gut Health Group which is looking to identify research opportunities in the fields of obesity and allergy in primary and community care.



## Improving Patient Safety

Our Community Nurses won national recognition for their work to improve patient safety in residential homes.

The team has been working to reduce hospital admissions from care homes by identifying the most frequent reasons for admission – urinary tract infections, falls and diabetes related issues - and increasing the knowledge and understanding of care home staff to deal with these conditions.

They devised a communication tool for care homes to use when identifying conditions that could be prevented or treated in the home rather than in hospital. They then provided training for staff in a number of care homes in Great Yarmouth and Waveney, resulting in positive feedback from those homes.

A poster they designed promoting their work won second place in a competition at the Queen's Nursing Institute annual conference. This is the second year that ECCH's Community Nurses have been runners-up in the competition – last year they were shortlisted for their work to improve the care of skin tears.



# Health Improvement and Children's Services

The health and wellbeing of families is the focus of our Health Improvement and Children's Services which include school nurses, health visitors, speech and language therapists, family nurse practitioners and smoking cessation specialists.

## Support Group for Families of Premature Babies

ECCH health visitors joined with Suffolk Libraries to set up a new support group for families with premature babies.

The first 'Tiny Tots' session was held in Lowestoft Library in September 2018 after several families with premature babies expressed a wish for more opportunities to get together and share their experiences. An ECCH health visitor was on hand to offer advice and answer any questions or concerns.



Mum Charmaine Dowling, from Lowestoft, whose son Jaxon was born 11 weeks early, said:

**“Having a premature baby can be very scary and it really helps just having someone to talk to, and seeing the positive outcome for other babies gives you a little peace of mind.”**



## Café tackles childhood healthy eating

ECCH Health Visitors set up a monthly café in Lowestoft to advise families on healthy eating for babies and toddlers in a bid to fight the rise in childhood obesity.

In the Waveney area 20.6% of children in Year 6 are classified as obese - the highest figure in East Anglia. The Tiny Tummies café was launched to give parents and carers the chance to learn about healthy food options and portion sizes, as well as to ask questions about how to introduce solid foods, deal with fussy eating, or address any other feeding difficulties.

In addition to the dietary support, an ECCH specialist trainer regularly attends to demonstrate baby resuscitation techniques and reassure parents about what to do if a baby chokes or stops breathing. This is as a result of the success of the combined baby weaning and infant resuscitation classes that ECCH has held in recent years in Waveney to teach new parents what to do in the event of an emergency.

The first café was held in June 2018 at The Ark Children's Centre in Water Lane, Lowestoft.



## Praise for Family Nurses

The National Family Nurse Partnership (FNP) Unit praised ECCH's family nurses in its annual review of the service.



It said: "East Coast FNP are able to continue to evidence good outcomes for clients over a range of areas including smoking cessation, breastfeeding, second pregnancies, child immunisations and child development".



The Family Nurse Partnership is a voluntary home visiting programme for first time young mums, aged 19 years and under. A specially trained family nurse visits the young mum from early pregnancy and supports them until the child reaches two years of age. They offer advice on all aspects of the baby's birth and care as well as helping them with issues such as arranging housing, obtaining benefits and continuing their studies.

The team held a number of events throughout the year to support the young families including a Christmas party and a special beach party in Lowestoft in the summer.

Babies and toddlers whose start in life was helped along by one of the family nurses met up on South Beach for a paddle and a picnic, with lots of games and a sandcastle competition as well.



ECCH's Family Nurse Supervisor, Nicole Hobson, said:

"Teenage parents often feel judged and stigmatised which results in them becoming lonely and isolated so each year we host several events to bring together parents and children to give them a chance to chat, share their experiences and build friendships.

It's a real celebration of their achievements in being the best parents they can be."



## Smoking Cessation success

Our Smoking Cessation service, which delivers the Smokefree Norfolk scheme across the county, helped **2,989** people to set a quit date in this reporting year. Of those, around **1,600** achieved a quit at 4 weeks. 100% who completed the Friends and Family Test Survey said they were satisfied with the service they received.



In 2018 the team developed a new way of engaging with pregnant women who smoke. They identified that over 80% of pregnant smokers didn't attend their first appointment to receive support and that this was mostly due to an unfounded fear of being judged. To help overcome this concern, all first appointments are now conducted over the telephone and, once a relationship has been established with the advisor, either face to face or further phone support is offered. Working this way has helped increase the number of successful quits.

The smoking cessation service also provides specialist support to workplaces, offering group interventions during the working day with the support of employers. In 2018 it was involved in supporting Norfolk and Suffolk NHS Foundation Trust to go Smokefree and also helped staff from Great Yarmouth marine engineering company SEACON.

The team supported the Smokefree Sidelines campaign which launched in 2018 and aimed to stop adults smoking on the sidelines of children's football matches. It was developed by NHS Norwich Clinical Commissioning Group as part of its Healthy Norwich project and Norfolk Football Association was successful in getting 30 youth clubs to sign up to it.

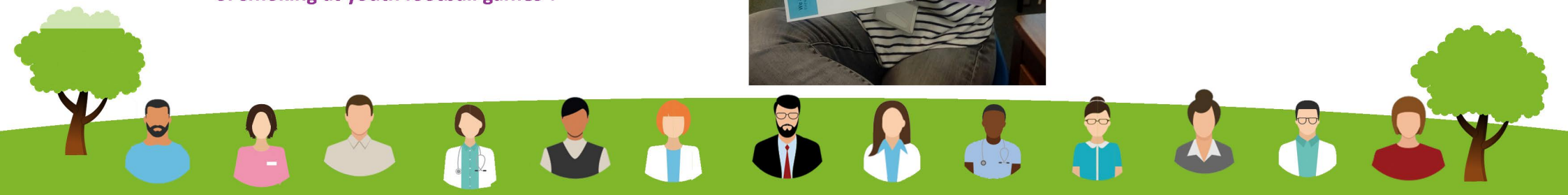
One year on from the campaign's launch, a formal evaluation by experts at the University of East Anglia said the clubs who signed up demonstrated

**“a successful and positive move towards the denormalisation of smoking at youth football games”.**



In June 2017 ECCH was awarded a contract to work with under 18 year olds who smoke in East and West Norfolk.

We joined forces with Cambridge Community Services, the provider of the Healthy Child Programme in Norfolk, to develop a programme that makes contacts with schools and colleges and runs support groups for young smokers who want to quit. They also attend events and provide educational training packages for staff and young people.



## Making Communication Count

ECCH provides a Children's Speech and Language Therapy (SLT) Service across Norfolk and Waveney.

In April 2018 the ECCH team started the 'Making Communication Count' Project in partnership with Norfolk County Council's Early Years Team.

This project provided focussed training and support regarding the development of communication friendly environments in a group of Early Years settings in Great Yarmouth.

This included:

- Developing an audit tool based on the Better Communication Research Project
- Completing communication audits in all identified settings
- Analysing audit data to enable the development of a bespoke one day training package
- Early Years training staff attending one of the training days
- Repeating the communication audit in each setting with feedback and support provided to maximise communication opportunities for the children attending.



This approach has since been rolled out in the Watton area, and a third 'Making Communication Count' project is in the planning. A large part of the training requires settings to carry out audits and develop their ability to improve practice independently, using the knowledge and insight gained.

The project was positively received with shared good practice, trouble shooting, and staff electing to take up further additional training.



# Estates and Facilities

## ECCH retains status for excellent environmental management

ECCH is one of only a handful of healthcare providers in the country to have been recognised by the British Standards Institute for reducing its environmental impact.

ECCH was granted ISO14001:2015 status in 2017 and, following a rigorous inspection by BSI auditors in 2018, has retained the required standard. This confirms our commitment to cutting the organisation's carbon footprint and energy consumption and to recycling waste as part of an environmental management system.

Some of the environmentally friendly initiatives that have been implemented include additional thermal insulation, dual flush toilets, LED sensor lighting and streamlined recycling processes in our headquarters Hamilton House, plus virtual training and video conferencing facilities to save attendees travelling to the building.

ECCH now purchases printer paper from sustainable sources, recycles ink and toner cartridges, and sources the most fuel efficient work vehicles. Procurement occurs locally, wherever possible, to support the local economy and ECCH is incentivising staff to use greener transport including offering subsidised cycle purchase schemes.



## PLACE Audit

Patient Led Assessment of Care Environment (PLACE) audits were carried out at Beccles Hospital in August 2018. They included inspections of the fabric and décor of the building, privacy and dignity, and disabled access. Beccles Hospital scored highly in all areas with 100% for cleanliness, 98.5% for ward food and 97% for dementia friendly facilities. Some of the changes implemented this year include:

- Providing individual portion-controlled lunches for Minsmere Ward rather than the previous system where portions were decided by the individual serving. All meals are now calorie controlled making it easier for patients and staff when monitoring food intake. The Place team were able to try a variety of these meals.
- Supplying meals that meet the International Dysphagia Diet Standardisation (IDDSI). This is the standard for modified textured foods and thickened liquids required by patients with dysphagia.
- Making major alterations to the former Minor Injuries Unit at the hospital site. This enabled the new south Waveney Out Of Hospital Team to begin working from there.

## New Norwich Base

ECCH established a new office at Rosebery Court in Norwich enabling Children's Speech and Language Therapy staff from three other sites to relocate and work together.

Considerable planning was involved in ensuring that the new site would be fully compliant to meet the needs of all staff.

Once the teams had moved, two of the previous sites were reconditioned before being handed back to the landlords.



# Performance and Delivery

ECCH prides itself on being an innovative organisation, dynamic and flexible enough to change and improve the care for our service users, when necessary. We aim to base those improvements on feedback from our patients, clients, partners and our own staff, striving to continually provide the highest quality care – first time, every time.

## Health Coaching Award

In 2018 ECCH won an award for introducing coaching techniques into consultations with patients and clients in order to improve their care and health outcomes.

Director of Quality Dr. Noreen Cushen-Brewster was presented with the award for Best Coaching and Mentoring Initiative at the CAKE People Development Awards at Newmarket Racecourse.

For the past four years ECCH has been training its clinicians in health coaching techniques believing this can help patients to make healthier choices, motivate them to self-manage and improve their results. Health coaching is about having different conversations with patients, promoting health, independence and preventing the onset of acute illnesses. ECCH has trained more than 360 of its staff and nearly 100 from partner organisations in health coaching, and has six accredited coaches.

The initiative has also benefitted ECCH staff who have reported feeling more confident that patients are happy with their care, feeling a greater sense of achievement and reduced pressure.

In 2016 Dr Cushen-Brewster led a group from across Norfolk's health organisations to develop a Coaching Conversations programme and accompanying book with the University of East Anglia. The following year Health Education England and the Norfolk and Waveney Sustainability and Transformation Partnership backed this coaching programme and declared its ambition to equip the health and social care workforce across Norfolk, Suffolk and Essex with coaching skills to use in their everyday conversations.

ECCH has also appointed its first "Behavioural Coach" within a local GP Surgery, focussing on improving the health behaviours of patients with chronic conditions. An evaluation of this post showed that, as well as being popular with patients, it resulted in consistent improvements in weight management and levels of hypertension.



## Friends and Family Test

96% of patients and service users said they would recommend ECCH's services to their friends and family in an NHS survey covering the period of this report.

Between 1st Oct 2017 and 30th Sept 2018, 83% of people who were asked said they were extremely likely and 13% said they were likely to recommend ECCH. Only 2% said they were unlikely to recommend us.

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.

# Awards Success

ECCH was voted runner-up Public Service Mutual of the Year in the prestigious UK Employee Ownership Association (EOA) Awards 2018, and was also Highly Commended in the category of Employee Ownership Culture Award.

The awards, which are run by the EOA and sponsored by Baxendale, celebrate the significant contribution employee owned businesses make to the UK economy.

ECCH was also a finalist in two categories of the UK Social Enterprise Awards - Health and Social Care Social Enterprise and Employee Engagement. These awards recognise businesses that give back to their communities and make a contribution to society. They are organised by Social Enterprise UK, the leading global authority on social enterprise.



## ECCH tops results for staff flu vaccinations

ECCH was the highest performing community health organisation in the east of England for staff flu vaccinations for the second year running.



Our Infection Prevention and Control team carried out a total of 80.1% vaccinations of ECCH staff between October 2017 and February 2018 in order to protect them and their patients from the potentially deadly virus.

The national average was 68.7%. In 2016/17 ECCH recorded 76.2% of staff receiving the vaccination - the highest figure recorded in the whole country for a community health organisation. No cases of bMRSA were recorded by ECCH in 2017/18. There were also no cases of bMSSA, C-diff or norovirus. One case of E.coli was attributed to ECCH inpatients.

## Compliments, Complaints and 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.

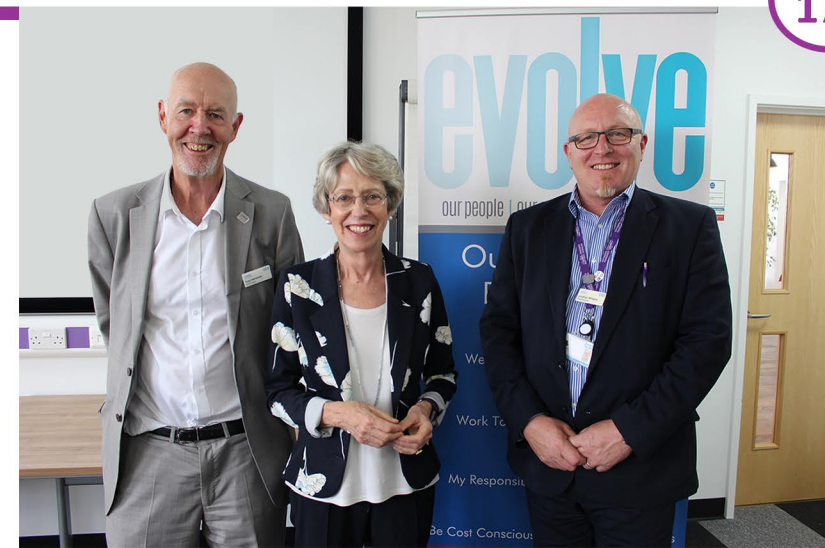
In the event of a complaint we have a robust investigation procedure. We support complainants through the process and use these investigations to ensure service improvements are made whenever possible.

During the period covered by this report our clinicians and staff had approximately 447,770 contacts with service users. Our Patient Liaison team received a total of 684 compliments and 46 complaints – that's nearly half the number of complaints received in 2016/17. Seven of those complaints were later withdrawn by patients and treated as concerns (a less formal complaint) and three were submitted without the consent of the patient.

## Patricia Hewitt Praises Team

Former Secretary of State for Health Patricia Hewitt praised the passion of staff at East Coast Community Healthcare when she visited the social enterprise in June 2018 in her role as independent chair of the Norfolk and Waveney Sustainability and Transformation Partnership.

Patricia Hewitt met with teams from across the organisation including therapists, district nurses, health visitors, school nurses and family nurses. She had asked to visit ECCH to learn about how we operate as she works on plans for reforming the local health service. 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.



### Mrs Hewitt told ECCH staff:

**“You’re absolutely right to be proud of the team here. I think what you are doing here is absolutely terrific. I just love this sense that you are all so passionate about it and you’re all owning it. We’re all in this together and you’ve absolutely conveyed that sense rather than sitting here and saying “What are you going to do to fix this?””**

## Emergency Preparedness, Resilience and Response

Under the Civil Contingencies Act, ECCH is committed to its duties as an active partner within the local health sector resilience arena. We work collaboratively with our health and social care partners, NHS England and local authorities to ensure cohesive health care support in the event of an emergency or major incident affecting our community.

In early 2018 we responded to the effects of the severe winter weather that swept across the UK, ensuring that locally our patients and community were supported and cared for to meet the vulnerabilities this severe weather created for them.

During 2018 we revised our business continuity management and planning processes, basing them on five key corporate plans supported by 16 individual plans, one for each of the premises we use for delivering our services. These were subsequently independently audited, tested and acknowledged as innovative and fit for purpose.

Our performance in the resilience arena, set against the national NHS England Emergency Preparedness Resilience and Response Core Standards, saw us achieving a rating of full compliance by the year end.

# Great People

The number of ECCH staff holding a share in the organisation continues to steadily rise with 81.6% of our colleagues holding a share in September 2018 compared to 80% in September 2017 and 73% the year before. The Shareholder Council and our two elected two Staff Directors play a key role in helping to set the organisation's direction of travel.

## Evolve Cultural Programme

In 2018 ECCH embarked on an ambitious programme to develop an intentional culture which we have called 'Evolve'.

The programme identifies four sets of behaviours that we expect to see demonstrated in all of our work. These were agreed through collaboration between the Board and our staff-led Shareholder Council and were inspired by previous staff surveys and group discussions.

Through the adoption of our signature behaviours and the evaluation across the organisation of our success in doing so, we have set targets for delivering our strategy. There are four key themes;



- **Excelling** – we will demonstrate excellence in the quality of our services with high standards of governance, efficiency and learning
- **Growing** - our business will diversify in related areas whilst being mindful of expanding ethically and responsibly, creating and sustaining social value
- **People** – we will be socially focused and empower service users to have the confidence to self-manage. We will strive for a happy, engaged and resilient workforce
- **Partnering** – we will work with our partners to share learning and enable community action, managing risks together and being becoming a partner of choice.



**We Listen, We Learn, We Lead**

- We convert ideas and feedback into action
- We lead every day in many different ways (including following)
- We take the time to hear what people say, not what we want to hear
- We believe lifelong learning improves the wellbeing of all



**Work Together, Achieve Together**

- When the team wins, we all win
- We are part of our community and a system of care (no person is an island)
- To do what I do, I need you (My team needs your team for ECCH to succeed)
- Wellbeing is Key – Comfortable, Healthy, Happy



**Be Cost Conscious, Respect Our Resources**

- We understand that every pound wasted is a need left unmet
- We all share in ECCH's success
- We innovate to grow our success
- Saving 0.5% of our budget generates £175,000 – What could we achieve?



**My Responsibility, My Accountability**

- We do what we say we will do
- We are part of the solution, not the problem
- We are positive: where blame is present, accountability is absent
- Our Evolve behaviours are our responsibility

Four 'pulse checks' are carried out each year in which staff and the Executive team assess their own and their colleagues' performance at demonstrating these behaviours.

The programme has two internal and two external indicators of success – resilience, engagement, customer satisfaction and social impact. Resilience is measured by our staff attendance rate and engagement by the Evolve survey participation rate.

Customer satisfaction is reflected in the results of our NHS Friends and Family Test and social impact through the Social Value Index.

# Staff commitment celebrated at ECCH awards

Ten awards were presented at the event. The finalists had been nominated by their colleagues and shortlisted by ECCH's Shareholder Council.

Community nurses who 'went the extra mile' to ensure the highest quality care for their patients helped to win their team a major accolade at the ECCH annual staff awards ceremony.



Members of the Halesworth Community Nursing Service were awarded the title of Clinical Team of the Year at the event held in Norwich at Carrow Road's Norfolk Lounge. They were recognised for a raft of actions including one nurse giving a patient some of her own bedding because the patient had nothing to put on a hospital bed that was delivered to their home. Another nurse contacted volunteer groups and charities in order to organise transport for a terminally ill patient to attend palliative day care as they had no family or friends to help.



The Innovation Award was presented to the Early Intervention Vehicle (EIV) Team for Great Yarmouth and Waveney which keeps patients at home after a 999 call (see page 5).



Clinical Educator Wayne Butler received the award for Delivering Exceptional Care in recognition of his work supporting ECCH's Infection Prevention and Control Team when they responded to a meningitis outbreak in Halesworth in May.



The Lifetime Achievement Award was presented to Continence Specialist Nurse Anne Weale for the passion and commitment she has shown in caring for patients with debilitating and often distressing conditions for nearly 40 years.

The Making a Difference award went to Children's Speech and Language Therapist Julie Pass for her support for families with children with communication difficulties. This included working with social and education services to find places in complex needs settings for two children whose mother was terminally ill and who had not been able to attend an educational setting for several months.



The Inspirational Leader Award was given to Clinical Physiotherapy Lead Alice Bellamy and Healthy Child Programme Lead Kate Ryczanowski for their enthusiasm and motivation, and their ability to inspire colleagues and act as role models.

The Unsung Hero award went to Ian Oakes from ECCH's Information and Communications Technology team.



The award for Emerging Talent was won by Speech and Language Therapy administrator Donna Overton.

The Non-Clinical Team of the Year award went to the Nelson Medical Practice in Great Yarmouth.

Senior physiotherapist Tanya Fryer and Patient Liaison Officer Wendy Moore were each awarded the title of ECCH Champion – which recognises staff whose commitment and professionalism make them ambassadors for the organisation.

# Employee Ownership Day 2017

Our Staff Directors Libby Goddard and Lisa Judge visited many of our teams on Employee Ownership Day in June to talk about the benefits of becoming a shareholder and having a say in the running of ECCH.

It was the sixth annual celebration organised by the Employee Ownership Association (EOA) to raise awareness of the positive impact employee owned businesses have on the UK economy, employees and communities.



## Staff Save Christmas at Beccles Hospital



Quick thinking staff saved Beccles Hospital patients' Christmas lunch when they spotted a new freezer wasn't working on Christmas Eve.

They rescued as much food as possible and called for help from Carlton Court inpatient facility in Lowestoft. Staff from Norfolk and Suffolk NHS Foundation Trust, which runs Carlton Court, swiftly sent two back-up freezers to Beccles – and the 21 in-patients were able to enjoy turkey and all the trimmings on Christmas Day.

Beccles Hospital Matron Liz Spires said: "That freezer was brand new and full of Christmas meals and food to cover us for the weekend. Talk about collaborative working! Everybody worked together to save the day.

I don't think the patients were even aware of the drama that was going on around them - and that's how it should be. They may not be able to be home with their families but there was no way we were going to have them missing a proper Christmas lunch."

Patients also had a treat earlier in the day when ward manager Cassie Watts came to the hospital on her day off and served them their breakfast – dressed as an elf!



## Beating the Beast from the East

The heavy snow that made many roads impassable in March 2018 didn't stop ECCH's patients receiving the care they needed. ECCH staff rose to the challenge with their rosters revised so nurses could attend patients nearest to their homes on foot and patients prioritised to ensure the most in need received care first, meaning no one who required urgent care was missed.

In one incident, Staff Nurse Janey Sheldon enlisted a neighbouring farmer to pick her up from her home by tractor so she could reach a patient. The tractor drove her from her home to the main road, transferred her into a 4x4 vehicle and drove in front of the 4X4 to make sure the road was clear. The two vehicles waited for Janey to see the patient and then drove her to another visit in Halesworth before taking her home. Many thanks to farmer Matthew Baker of Boundary Farm near Spexhall!



# 24 Giving Back

As a social enterprise we don't exist to make profits, instead we reinvest our surplus in extra services and also invest in projects to benefit our local community. Here are some of the things we have done in the past year.

## ECCH welcomes more trainees from The Prince's Trust

ECCH welcomed a second group of trainees from The Prince's Trust in March 2018, hoping to give them a first step on the ladder into a career in the health sector.

The 13 unemployed 16 to 25 year olds from Lowestoft and Great Yarmouth all obtained a Care Certificate at the end of the 'Get into Healthcare' programme which can be used to help them find work in the healthcare sector. All NHS health and social care support workers require a Care Certificate to prove they are equipped with the knowledge and skills to provide safe, compassionate care.

ECCH worked in partnership with The Prince's Trust and James Paget University Hospitals NHS Foundation Trust to offer the training programme. It included a fortnight of classroom sessions covering employability skills including mock interviews, care certificate modules, behavioural change and mindfulness.

Delegates also took up a series of three day clinical placements with different ECCH teams. These include physiotherapy, occupational therapy, Out Of Hospital Teams, in patient, health visiting and community nursing. Non-clinical placements were provided by the James Paget University Hospitals NHS Foundation Trust.

Last year 12 young people attended ECCH's first training course, all achieving their certificate and many going on to successfully obtain jobs. This year's students will be able to apply for apprenticeships and temporary (bank) positions at ECCH. Three in four young people on The Prince's Trust programmes move into work, training or education. The Prince's Trust helped more than 58,000 disadvantaged young people last year.



## The ECCH Foundation

In April 2018 ECCH set up a charity – the ECCH Foundation – in order to take positive action to help tackle the issue of social exclusion in the Great Yarmouth and Waveney area.

Aware that within the geographical area ECCH covers there are areas of high unemployment, poor education attendance and financial hardship, ECCH's Board decided that the best approach was to focus this work in a separate charity and to establish the charity with some initial funding as part of ECCH's core goal to deliver social value.

The Charity will operate independently of ECCH. Initial projects include developing a package of support to people who are socially excluded to access education and training opportunities, and providing guidance and coaching to the long term unemployed to raise their self-confidence and help them become better placed to access employment opportunities.



## Training students to save lives

In November 2017 we worked with pupils from a Great Yarmouth high school to teach them how to save lives in an emergency.

Caister Academy was the first school in the area to take us up on the offer of free training to help young people if they witness someone having a heart attack or severe allergic reaction.

Twenty four teenagers in Year 10 attended the two hour course which covered how to recognise signs of cardiac arrest or choking, resuscitation methods for adults and children, use of a defibrillator and how to recognise and treat anaphylaxis.

Ambulance services attempt resuscitation in nearly 30,000 people suffering out-of-hospital cardiac arrest in England each year. A Department of Health study has shown that more than 1,000 lives could be saved each year if more members of the public were trained in cardiopulmonary resuscitation (CPR), and there was greater access to, and willingness to use, defibrillators. The Department for Education has acknowledged the advantage of promoting these skills in schools.



## Gifts to Waveney Children's Centres

We gave 250 presents to Children's Centres in Lowestoft and Waveney after staff had a bumper Christmas collection.

Throughout November 2017 staff donated toys for the under-5s in special boxes posted at all ECCH's bases in Norfolk and Suffolk. An online giving site was also set up for monetary donations and ECCH matched the amount raised by staff and bought more presents to add to the pile.

The Children's Centres made special requests for musical instruments, sensory toys, books and building blocks. Once all the gifts were gathered together, teams from ECCH's Children's Services Directorate wrapped every one. They were distributed at Children's Centre Christmas parties across Lowestoft and Waveney.



## Team Fundraising

As an organisation and through the efforts of specific teams and individuals, thousands of pounds has been raised for charity over the period covered by this report. Here are just some of the ways this has been achieved:

- Seven health visitors and two members of the Family Nurse Partnership team successfully completed the Yorkshire Three Peaks Challenge in aid of Baby Basics, a volunteer-led project that provides essentials to mothers and families who are struggling financially



- Food bank collection points have been set up at various ECCH bases with our Estates and Facilities team regularly collecting items for distribution



• Staff across ECCH and Big Sky Nursery wore their festive knits for Christmas Jumper Day in aid of Save the Children



• The Children's Speech and Language Therapy Team combined their September team meeting with a Macmillan Coffee Morning and baked more than 20 cakes raising £143.96. Similar events were held at Hamilton House and Kirkley Mill boosting that total



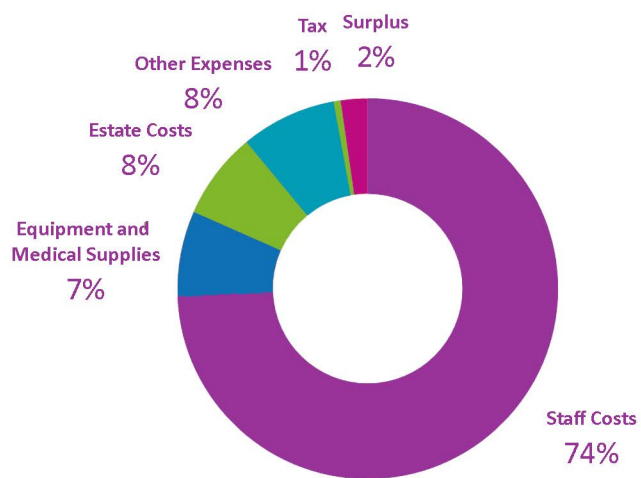
# Financial Statements

## ECCH Group

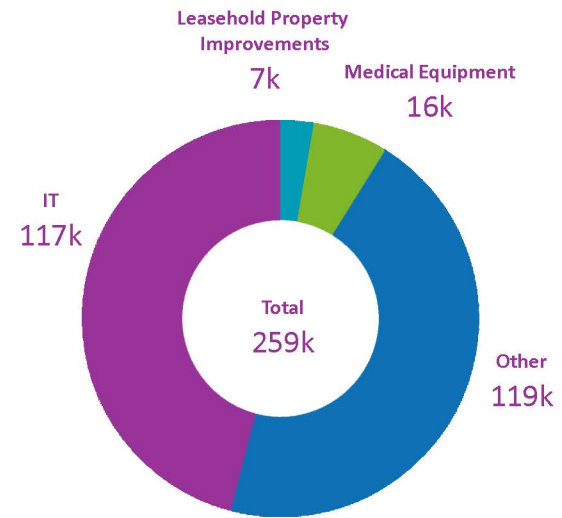
(including ECCH company, Big Sky Nursery and ECCH Domiciliary)

Turnover: £35,858,850

Profit before tax: £1,023,323



How we spent our money



Investment in assets

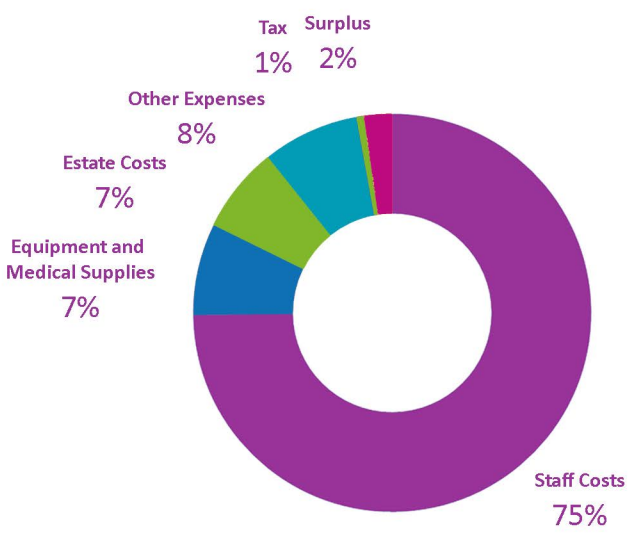
## ECCH company

Turnover: £35,058,867

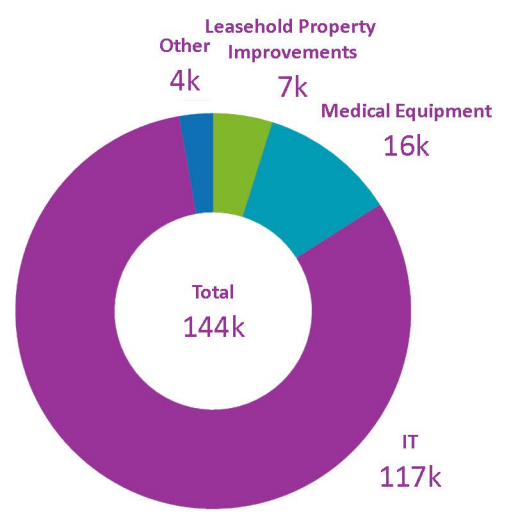
Profit before tax: £1,002,745

Number of staff: 771

Shareholding: 82%



How we spent our money



Investment in assets

# east coast community healthcare

We Listen We Learn We Lead - We Work Together, Achieve Together - Be Cost Conscious and Respect Our Resources - My Accountability My Responsibility



## Growing

commercially / ethically / responsibly  
sound financial base / reserves  
creating and sustaining  
social value / entrepreneurs  
understanding risk  
anticipating the future



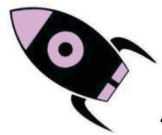
## People

social focus / responsible  
engaged and happy  
empowered / self managing  
skilled and resourceful  
future focused  
intentional culture  
resilient workforce



## Partnering

sharing / learning / growing together  
understanding and empathising  
enabling community action  
connecting and networking  
managing risks together  
partner of choice



## Excelling

outstanding service delivery  
resourceful and innovative  
communicating and engaging  
strong reputation  
safe and responsive  
improving health

**Building Healthy Communities**  
Social Value through Employee Ownership





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